

JULY 2011



YVONNE BROWN

2 We're all UC Health

ALSO INSIDE

3 Memory Disorders Center

4 Better Sleep

8 Patient Success



6

Read these and other stories online at ucphysicians.com by clicking on 'Faculty and Staff'

Newly Centralized Compliance Service Created From Broad Collaboration

University of Cincinnati Physicians' compliance team has embraced a new way of conducting business designed to make meeting health care standards easier for physicians and staff.

In early 2011, University of Cincinnati Physicians centralized compliance services into a single operation that is managed internally and guided by a committee of physicians and administrators.

The move is based on more than a year of collaborative planning with a team of several executive directors of business administration (EDBAs) and chairs of the UC College of Medicine clinical departments.

"Insight and ideas from our EDBAs and clinical chairs was absolutely critical to our ability to create a compliance model that was feasible operationally and also met the organization's overall goals," says Tom Ducro, controller for University of Cincinnati Physicians. "The model and structure we adopted into practice wouldn't have been possible without this collaborative spirit."

Compliance establishes standards to meet federal, state and local health care laws, regulations and ordinances. This includes setting minimum standards for billing and collection activities and a system of monitoring and oversight of billing activity to ensure that University of Cincinnati Physicians is adhering to standards while also optimizing reimbursement for services.

Compliance conducts regular audits of billing operations to identify opportunities to educate and train. Another component of the team's responsibilities is identifying training and



Left to right: Cindy Zimmerman, Clara Beauchamp, Tom Ducro and Jeanne McLellan of the University of Cincinnati Physicians compliance team.

education opportunities for employees to fulfill continuing education requirements. A web-based training program, eHealthcareIT, was introduced in June.

Ducro and Cindy Zimmerman, compliance manager, lead University of Cincinnati Physicians' overall compliance efforts. Their team works closely with chief legal counsel Charlie Pangburn and includes two compliance analysts—Jeanne McLellan and Clara Beauchamp—and physician liaison William Naber, MD, a UC Health emergency medicine doctor. Gwen Pulido also provides part-time administrative support to the program.

Compliance initiatives are reviewed and approved by University of Cincinnati Physicians Board of Directors Compliance and Risk Management Committee prior to implementation. ●

>> FOR MORE INFORMATION
Copies of University of Cincinnati Physicians' compliance and corrective action plans are available on the Intranet at ucphysicians.com/about/faculty-staff. (Password: victory8)

Improving the Patient Experience at UC Health

COLLEAGUES,

Scheduling an appointment at UC Health shouldn't be difficult —the



Lori A. Mackey

philosophy is as simple as that.

The chief complaint we hear from patients and referring physicians alike revolves around access: We are a big, complex organization and sometimes making an appointment isn't as easy as it should be.

Our objective is to provide customers with a streamlined, unified and effective process for scheduling outpatient appointments. We are working diligently to make our patient scheduling system more user friendly by establishing protocols and

shared practices. This baseline approach can then be tweaked to meet the individual needs of each specialty.

Under the leadership of Karen Adams and Elizabeth Hilton, we are implementing both short- and long-term changes to improve operations. These include standardizing our automated telephone system to have just four options each of which will allow a caller to reach a live person during business hours. We are also adopting shared quality metrics including abandoned call rate, no-shows, wait time for scheduling and appointment availability. Tracking these measures will help us find opportunities to optimize our ability to effectively and efficiently see patients.

Long-term, our goal is to create a

centralized outpatient call center, staffed by teams of departmental and divisional schedulers who are experts in managing the clinical schedules of providers in those areas. This would allow for consistency in both customer service and scheduling practice. It also puts the entire scheduling team in a single location to foster cross-training and support for the overall scheduling operation.

Should you have any questions or ideas about this initiative, don't hesitate to contact me (lori.mackey@ucphysicians.com), Elizabeth (hiltone@ucphysicians.com) or Karen (Karen.Adams@ucphysicians.com).

LORI MACKEY
Chief Operating Officer
University of Cincinnati Physicians

We're all UC Health

Yvonne Brown

Executive Administrative Assistant
University of Cincinnati Physicians Administration

Connected

Connected is a monthly publication for physicians and staff of University of Cincinnati Physicians. Send your comments and ideas to ucpmarketing@ucphysicians.com or call (513) 475-8006.

Editor

Amanda Harper

Marketing Director

Chris Ralston

Contributors

Keith Herrell

Katie Pence

Perry Simpson

Photography

UC Academic Health Center Communications Services

Copyright 2011

Volume 3, Issue 7

A lot of times, the best part of planning is seeing the plan in motion, says Yvonne Brown, an executive administrative assistant at the UC Health Physician Office in Clifton. "I love it when the meetings go according to schedule and the attendees actually attend," she says.

Brown began working as an executive administrative assistant for University of Cincinnati Physicians in November 2010. Before taking this role, Brown worked a number of executive secretary positions for the Health Alliance. She currently assists several individuals within the University of Cincinnati Physicians administration office, including Lori Mackey, chief operating officer of University of Cincinnati Physicians. "Working with this group of UC Physicians and UC Health executives, and other employees, offers me a wealth of learning

experiences," says Brown.

Each day brings new challenges for Brown. She must manage the calendars of seven executive officials, review and set up meetings, manage dozens of emails and phone calls and handle anything that passes her desk—all while keeping herself open for any other requests for assistance.

For Brown, the rigors of the office are some of the best parts of the job. "I love it when all of my efforts to schedule a meeting come together," she says. "I enjoy my job. It is always challenging and rewarding."

In her spare time, Brown works as a "Plant Doctor."

"I adopted the title when my friends and family members would ask me to diagnose their plant issues," says Brown.

Brown took classes at both UC and Cincinnati State Technical and Community College, and earned her degree in

landscape horticulture in 2005. She has worked as a freelance plant doctor since 1989.

"I handle all aspects of horticulture from designing to installing plant beds and hardscapes," she says. "I also diagnose plant drainage issues."

She also enjoys time with her three grown children—Kisha, Shannon and Januari—and her nine grandchildren. ●



Memory Disorders Center Offers Hope for Patients

Team pinpoints causes of cognitive decline, plans effective treatments

Patients and families dealing with memory loss issues now have an important resource with the opening of the UC Memory Disorders Center.

"We're committed to addressing memory disorders and Alzheimer's disease with compassionate care that serves the needs of patients and their families in the Greater Cincinnati area," says Brendan Kelley, MD, the center's director and holder of the Sandy and Robert Heimann Chair in Research and Education of Alzheimer's Disease in the UC Department of Neurology.

The center—one of eight specialty centers within the UC Neuroscience Institute—held its official opening May 12, 2011, at the UC Health Physicians Office in West Chester. Patients will be

In addition to Alzheimer's disease, Kelley points out, there are more than 100 conditions associated with cognitive decline—including trauma, substance abuse, heredity, cardiovascular disease, diabetes, brain tumors and vitamin deficiencies. Many are treatable, offering the possibility of substantial improvement in cognitive and behavioral symptoms.

seen there and at the UC Health Physicians Office in Clifton.

It is estimated that over 5 million Americans have Alzheimer's disease, the most common form of dementia among older adults. In addition, Kelley points out, there are more than 100 conditions associated with cognitive decline—including trauma, substance

abuse, heredity, cardiovascular disease, diabetes, brain tumors and vitamin deficiencies. Many of these conditions are treatable, offering the possibility of substantial improvement in cognitive and behavioral symptoms.

"Through a comprehensive evaluation, the center can differentiate between benign forgetfulness associated with normal aging, mild cognitive impairment and more significant cognitive disturbances such as dementia due to Alzheimer's disease," says Kelley.

Kelley, a native of Ohio who trained at Ohio State University, the Cleveland Clinic and the Mayo Clinic, is joined by a second behavioral neurologist, Jennifer Rose Molano, MD. Michael Keys, MD,



Molano

director of senior adult psychiatry at the Lindner Center of HOPE, is another key team member of the Memory Disorders Center.

The center's physicians also have expertise in diagnosing and treating rare cognitive diseases, such as primary progressive aphasia, frontotemporal dementia and autoimmune encephalopathy.

"We take a patient-centered approach that emphasizes the importance of lifestyle modifications and community support in addition to medication management," says Kelley. ●



Brendan Kelley, MD

>> **APPOINTMENTS AND REFERRALS**

For appointments or referrals to UC Health neurologists, call (513) 475-8272 for West Chester or (513) 475-8730 for Clifton.

Need a Good Night's Rest? Sleep Position is Key

'Best' position depends on individual preference and medical concerns

Sleeping is essential for good health, but there have been debates over the years about whether or not there is a "best" way to snooze.

UC Health sleep expert Virgil Wooten, MD, says it varies from person to person.



Virgil Wooten, MD

"It's important to sleep well in order to be a productive, healthy person."

Virgil Wooten, MD
UC Health sleep medicine expert

"A person's best sleeping position highly depends on the individual, just like the mattress they prefer," he says. "I have patients who come into the sleep clinic and say that they have to sleep on their stomach or on their side, but people change body positions many times during the night, even though a person may stay in one position longer than another."

EXPERT RECOMMENDATIONS

UC Health sleep medicine expert Virgil Wooten, MD, offers the following advice on sleep positions.

- **People with back problems** should sleep flat on their back or on their side with a pillow between their knees to relieve pressure on the spine.

"Neck support is important as well to avoid neck and spine pain, so orthopedic pillows are often the best option to hold the contour of the neck," he adds.

Overall, sleeping on one's stomach is the worst position for back health. "This puts more strain on the spine and the neck and is not a good sleeping position if someone is prone to back or neck pain," he says.
- **People who experience chronic acid reflux or heartburn** might want to sleep on their left side or sleep slightly elevated on their back to avoid the discomfort that accompanies these conditions.
- **For pregnant women**, sleeping on the side is advocated. "It's thought not to be good to sleep on the back because it could cause back pain for the mother and could reduce blood supply to the fetus," Wooten explains. ●

"There are, however, pros and cons of each position, depending on the sleeper."

"But really, any position is fine; it just depends on a person's preference. With certain medical conditions—like back pain or acid reflux—changing the body position during sleep can help in getting a better night's rest."

He adds that there are ways to train a person to sleep in a certain way, one of which is positioning pillows around the body, making it harder to toss and turn.

"It's important to sleep well in order to be a productive, healthy person," Wooten says. "If you are having trouble sleeping and staying asleep, it may just mean that you need to change your sleeping environment—always try to sleep in a dark, quiet, cool room—or it could mean something more serious, like a sleep disorder."

"It's imperative that you address sleep issues immediately to sustain and improve your quality of life." ●

Sleep Center Expands

The sleep medicine program now offers comprehensive sleep studies in West Chester and Clifton. The UC Health University Hospital Sleep Center is now open and includes six beds. Wooten serves as director.

>> APPOINTMENTS AND REFERRALS

To schedule a sleep test or to make an appointment with UC Health Sleep Medicine call (513) 475-7500. To find out more about sleep disorders, visit ucsleepcenter.com.

SERVICE EXCELLENCE

The following article is part of our ongoing efforts to stimulate employees to think about improving the patient experience in daily interactions.

A Good Teammate: Embrace the Responsibility

ONE SINGLE FACT TRUMPS ALL OTHERS

when it comes to the ability to deliver an exceptional patient experience. Simply put, we cannot give what we do not have. It is impossible to make patients feel served if the internal culture is not one of respect, trust, open communication, support, and accountability. In other words, a team-based culture where people are truly working together is most likely to achieve an exceptional patient experience.

Team is a word thrown around and discussed as if it were common and easy. The opposite is true. Most organizations run as a series of departments (which operate like compartments), committees, and isolated entities. Within each of these, there is a hierarchy of power and responsibility, blaming behaviors when things don't get done, and a tendency to self-preserve. It is no wonder large organizations consistently struggle in delivering exceptional patient experiences.

But it can be done. Let's examine how to be a better team by taking responsibility to be a better teammate.

DEMONSTRATE RESPECT

- Respect means listening to and actually considering a co-worker's viewpoint.
- Respect means not retelling the personal story a co-worker just told you.
- Respect means supporting co-workers through your job even though you don't personally like them.



COMMUNICATE BETTER

- Effective co-worker communication is adult communication—not adult to child.
- Effective co-worker communication is respectful, complete, and open.
- Effective communication includes “nice to know” facts as well as “need to know” information.

BE ACCOUNTABLE

- Take ownership for your mistakes as well as your achievements.
- Abide by the best practices as set forth by the organization even though you may not agree.
- Do your job to the best of your ability every single day.

PARTNER WITH THE PATIENT IN MIND

- See yourself and what you do as a piece of the patient satisfaction puzzle.
- Understand that your efforts working with a difficult person will have positive patient consequences.
- Know that even if you never interact directly with a patient, what you do and how you do it affects each patient directly.

Great teams give stellar performances because of the lengths to which they are willing to go. They do their jobs and then some.

AND THEN SOME

- Go beyond your job and help out a co-worker.
- Play the part of encourager. We all need it.
- Be the person people look to for positive perspective.
- Think about what someone needs before they actually need it.
- Smile more.
- Choose to be the person your department would be lost without.
- Be the role model for good work ethic.

What would your work day be like if every person you work with embraced the responsibility to be a good teammate? What would your work day be like if you embraced the responsibility to be a good teammate? Better, I bet—much, much better. •

Reprinted with permission of Joan Fox of Eagle Inspiration Training and Development, Inc.

in brief

Barrett's Esophagus Treatment Now Available in West Chester

Nathan Schmulewitz, MD, UC Health digestive diseases expert and medical director of gastroenterology at UC Health West Chester Hospital, now offers radiofrequency ablation to help eliminate the risk of cancer for patients with Barrett's esophagus at West Chester Hospital. He has offered the treatment at UC Health University Hospital since 2008, but recently expanded these services to West Chester to provide more convenience for patients in the area. To schedule an appointment at West Chester, call (513) 475-7505.



Schmulewitz

Gibler Elected American College of Cardiology Fellow

W. Brian Gibler, MD, president and CEO of UC Health University Hospital, senior vice president of UC Health and professor of emergency medicine, was recently elected a fellow in the American College of Cardiology (ACC). Physicians are elected to fellowship based on professional excellence, significant contributions to research and letters of sponsorship from other ACC fellows.



Gibler

The ACC is a 39,000-member nonprofit medical professional society whose mission is to advocate for quality cardiovascular care—through education, research,

promotion, development and by influencing health care policy.

Tschöp Receives Outstanding Scientific Achievement Award

Matthias Tschöp, MD, University of Cincinnati professor of endocrinology, has been given the Outstanding Scientific Achievement Award by the American Diabetes Association (ADA). The award recognizes outstanding scientific achievement in the field of diabetes, "taking into consideration independence of thought and originality." The award winner is selected from diabetes researchers worldwide under the age of 50. Tschöp, Arthur Russell Morgan Chair of Internal Medicine and research director for the Cincinnati Diabetes and Obesity Center, is the second researcher from UC



Tschöp

to receive this honor in just three years. In 2009, the award was given to Randy Seeley, PhD, Donald C. Harrison Endowed Chair in Medicine and director of the Cincinnati Diabetes and Obesity Center.

Event Raises Money for Pancreatic Cancer Research

GIVE HOPE on the Square—Fight Cancer with Cones took place June 20 at Fountain Square to raise money for pancreatic cancer research and community awareness. The event was sponsored by the Bethany Sininger Flege Pancreatic Cancer Research and Awareness Fund. A portion of the event proceeds will benefit pancreatic cancer research at the UC Cancer Institute. Syed Ahmad, MD, has been involved with the group. ●



Ahmad

Imaging Centers Achieve Quality Accreditation

UC Health University Hospital-based imaging services have received accreditation from the American College of Radiology (ACR) for all types of diagnostic imaging—an honor UC Health holds exclusively in the Cincinnati area.

The accreditation applies to imaging services at University Hospital as well as two outpatient imaging centers located at the UC Health Physicians Office (MAB) in Clifton and Varsity Village. Services include mammography, breast ultrasound, stereotactic breast biopsy, computed tomography, magnetic resonance imaging (MRI), breast MRI, nuclear medicine gamma cameras, positron emission tomography and ultrasound. University Hospital was the first ACR-accredited breast imaging Center of Excellence in Cincinnati. It remains the only facility in Cincinnati accredited for breast MRI.



UC HEALTH PARTICIPATES IN BUSINESS EXPO



UC Health clinical services were promoted at the 2011 West Chester Liberty Chamber Business Expo. More than 800 people attended the event, which was held at Skatetown USA on Tuesday, May 10. Representing UC Health were (pictured left to right) Deidre King of the University Pointe Surgical Hospital Imaging Center and Rachael Epps and Shannon Davis, both of the University of Cincinnati Physicians marketing and physician relations team.

THANKS to everyone who participated in the 2011 American Heart Association MINI HEART MARATHON & WALK. The combined efforts of UC Health University Hospital and University of Cincinnati Physicians resulted in generating nearly \$72,000 for local heart research and community education programs. ●

SERVICE EXCELLENCE

UC Health University of Cincinnati Physicians is proud to recognize these outstanding employees who were nominated by their peers for exemplifying UC Health's philosophy of providing responsive, innovative and personalized care to patients.

Quick Reaction to Complex Situation

ED JONES AND MARK SAUER

University of Cincinnati Physicians IT

Late one Friday afternoon in May, the UC Health Physicians Office in Clifton (formerly known as the Medical Arts Building) suffered a major power outage, lasting long enough that seven of the nine time clocks in the building lost their programming. The impact of this went well beyond a mere inconvenience: Even when the power to those clocks was restored, if they were not reprogrammed more than 300 clinical staff would not be able to clock in properly. This would have cost countless hours of the clinical managers' time to cross-reference inaccurate time punches to ensure employees were paid properly when their time would be better spent addressing patient care issues.

The last thing someone wants to do after working a long week is to come in on a Saturday, but IT experts Ed Jones and Mark Sauer didn't blink an eye

when their jobs required them to do just that in response to the problem. Their "above and beyond" efforts helped University of Cincinnati Physicians avoid a major operational challenge the following Monday morning.

By handling the problem on Saturday instead of waiting to address the problem Monday, Jones and Sauer averted a lot of the confusion that would have taken place when clinical staffers tried to clock in for their shifts. Nominator Sharlene Stowell, of UC Physicians' payroll team, said: "Mark and Ed saved me a lot of headaches on Monday morning, but they also saved many managers and staff additional time and indirectly improved patient care. They went above and beyond by giving up their Saturday afternoon to ensure that the clinical staff would be able to concentrate on their patients Monday morning." •

WE CARE means:

WELCOMING: We will greet lost visitors and patients with a smile and assist them.

EXPLAIN to patients what is going to happen during their visit/procedure.

COURTESY: We will introduce ourselves when meeting someone and will say "Thank You" when ending any conversation.

ASK "Do you have any questions or need any further assistance?" when coming to the end of a visit or conversation.

RESPECT: We will demonstrate respect at all times.

END encounters by ensuring patients know what to do next and how to exit. •

Nominations

Do you know someone who deserves recognition for their commitment to the WE CARE philosophy? Nomination forms are available under Faculty/Staff on ucphysicians.com or from your unit manager. •

Welcome New Clinicians



RoseAnn DeGeorge, RD
Endocrinology



Ron Hirth, MD
OB/GYN



Adam Ingraffea, MD
Dermatology



Allison Kelly, MD
Infectious Diseases



Luke Pater, MD
Radiation Oncology



Randy Richter, MD
Anesthesiology



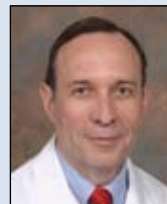
Alfred Sassler, DO
Otolaryngology



Jonathan Tolentino, MD
General Internal
Medicine/Pediatrics



Rhonda Washington, MD
OB/GYN



Virgil Wooten, MD
Sleep Medicine

HOW WE MAKE A DIFFERENCE

Mother, Unborn Child Saved by Team of Lung, Cardiovascular and High Risk OB/GYN Experts

Katherine DeBorde, a 24-year-old in her sixth month of pregnancy, thought she was going to the hospital in the fall of 2010 to be treated for “just a cough.”

Little did she know that she would soon be diagnosed with pulmonary arterial hypertension (PAH) and that life as she knew it would soon be thrown into a whirlwind.

PAH is a disorder in which pressure in the pulmonary arteries, the blood vessels that lead from the heart to the lungs, rises above normal levels. It is potentially life-threatening, and there is no known cure.

DeBorde, a Middletown, Ohio, resident, went to a local hospital where doctors found she had an enlarged heart, one of results of PAH. She was referred to UC Health University Hospital, where she was evaluated by the UC Health pulmonary hypertension team.

“I was in the hospital for nearly two months, and during that time, I had my son, Malik, early at 33 weeks,” she says.

“This was an extremely high-risk pregnancy and delivery,” says Jean Elwing, MD, director of the pulmonary hypertension program. “PAH patients have a 30 to 50 percent mortality associated with pregnancy, with the highest risk for the patient in the days following delivery.”

Elwing says Amber Lanich, pulmonary hypertension nurse practitioner, and a team of UC Health physicians from both maternal-fetal medicine and the division of cardiovascular diseases were involved

in the coordinated care of DeBorde.

“Katherine remained critically ill for many days following the delivery,” says Elwing, adding that DeBorde was put on a ventilator and treated with several



Katherine DeBorde with her daughter, Aaliyah

*“I wondered if I would survive, if my baby would survive, or if I was ever going to see my older daughter, Aaliyah, again.... The days after delivery were crucial, but **THE DOCTORS AND NURSES WERE AMAZING.**”*

Katherine DeBorde

advanced pulmonary hypertension therapies during that time.

DeBorde remembers her stay at University Hospital and the fear she had that she wasn't going to make it.

“I wondered if I would survive, if my baby would survive, or if I was ever going to see my older daughter, Aaliyah, again,” she says. “After Malik was delivered, I woke up to a breathing tube down my throat. The days after delivery were crucial, but the doctors and nurses were amazing.

“They saved my life.”

Now, both DeBorde and Malik, now 5 months old, are safely home in Middletown enjoying the lives that DeBorde says she owes to UC Health.

“I thank Dr. Elwing and Amber as well as the hospital for everything that was done for me and my son,” she says. “I don't know where I would be without them.” ●



Elwing



Lanich



ucphysicians.com
(513) 475-8000

- OHIO**
- ADAMS COUNTY
- ANDERSON
- BROWN COUNTY
- CLIFTON
- FAIRFIELD
- FOREST PARK
- HARPER'S POINT
- HARTWELL
- KENWOOD
- KETTERING
- 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

>> FOR MORE INFORMATION
A complete list of maternal-fetal medicine, cardiology and pulmonary disease specialists is available at ucphysicians.com.