

OCTOBER 2010



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COLLEAGUES,

University of Cincinnati Physicians has identified revenue cycle as a top improvement area.

With leadership from Joe Fodor, the revenue cycle team has implemented a number of initiatives (detailed below) that are already making tangible improvements to business operations. All of these activities are part of a larger effort to improve the overall revenue cycle and patient experience. As always, Dr. Boat and I are happy to address your questions.

LORI MACKEY
Chief Operating Officer,
University of Cincinnati Physicians



Lori A. Mackey

Revenue Cycle Changes Include Automated Data Capture and Single-Statement Billing

Centralized Billing Team: Internal medicine has decided to consolidate its billing operations with the University of Cincinnati Physicians Patient Billing Office (PBO), which already handles professional fee billing for the departments of radiology, radiation oncology, neurology, pathology, ophthalmology, obstetrics and gynecology, psychiatry and PM&R. Through a re-engineering process, we expect to have a new billing management structure in place and staff reassignment complete by Nov. 1, 2010. We are reorganizing and allocating space at Victory Parkway to accommodate the combined team in a single location.

Single-Statement Billing: Once billing is centralized through the PBO, we will be able to move all professional fee charges into a single BAR (Billing and Registration) group and provide comprehensive billing statements to our patients. Along with this, we have introduced online bill payment for our patients as an added convenience.

Automated Hospital Information Transfers: We are working with UC Health's corporate IT group to automatically transfer more of the hospital-based

patient information we need for billing. Currently, this is done through a manual process laden with opportunities for human errors that lead to insurance payment denials. Dealing with those denials is cumbersome and inefficient.

Improving Charge Capture and Registration Data Accuracy: We are also working on tools to help automatically capture missing charges on the front end and verify registration data before they result in insurance payment denials. Many insurance payment denials occur because the information submitted was incomplete or incorrect—a transposed member ID number, wrong procedure or diagnosis code, incomplete registration information. The PBO staff recently began entering charges into the Transaction Editing System (TES), a more sophisticated software application with the ability to verify the diagnoses are compatible with procedure codes to reduce denials. We are also able to automatically check patient identifying information (i.e., name and member number) against the stated insurance policy, which further ensures the accuracy of our insurance billing on the front end. ●

Health Benefit Changes for 2011

Plan encourages employees to use UC affiliates

University of Cincinnati Physicians is in the final stages of implementing a new employee health insurance plan for 2011 that encourages employees to use clinicians and hospitals affiliated with the overall UC Health system.

This change is being implemented to ensure that employees have access to quality medical care while controlling the rising cost of health insurance for both employees and University of Cincinnati Physicians.

New benefits will take effect Jan. 1, 2011. Open enrollment information will be sent to employees in October.

Alliance Partners, a member of UC Health, will replace Humana as our administrative and claims processing partner. Just as in previous years under Humana, the employee health benefits plan will include different levels of coverage based on receiving services from in-network or out-of-network providers. Deductibles for the three plans will remain at \$250, \$1,000 and \$3,000 for in-network services.

Employees who choose care with an in-network provider will pay lower out-of-pocket costs.

Many of the services not offered by University of Cincinnati Physicians—

such as pediatrics—will be covered under in-network coverage plans, while others will have a specified level of allowable insurance coverage for that service.

The final plan, including in-network provider and facility listings, will be announced in October. Questions will be addressed at open enrollment sessions this fall.

A full schedule of information sessions will be available on the University of Cincinnati Physicians Intranet site soon. To access the site, visit ucphysicians.com and click on Faculty/Staff then UC Health Intranet. ●

We're all UC Health

Connie Guenther

Practice Manager—UC Health Primary Care (Clifton)

“Devoted” is definitely a word that describes Connie Guenther, practice manager at UC Health Primary Care in Clifton.

“I like to see our patients have a great experience while they’re here,” she says. “I look forward to seeing those I’ve known for years come into the office, especially when they stop to chat for a moment.”

Guenther, who monitors operations and handles employee and patient relations for the primary care group located in the UC Health Physicians Office at 222 Piedmont Ave., has been with the practice for 24 years—only taking a break for two years to care for her children when they were babies.

She says she wholeheartedly enjoys all aspects of her job.

“I started in this clinic as a front desk check-in person and worked pretty much every position in the office—other than clinical,” she says. “The environment in this office is amazing.

I am working with staff and physicians who are dedicated to this practice, many of us having over 10 years of service.

“I believe we have the best primary care doctors in the city and feel a sense of pride working here.”

When the Independence, Ky.,

resident isn’t working, she says she enjoys scrapbooking, spending time with her children, Sarah, 24, and Nick, 20, and watching sports.

“I particularly love Bengals football and (University of Kentucky) basketball—I probably shouldn’t say that, huh?” she jokes. ●

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.

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Connie Guenther (right) with Coleen Hendricks

Focused on Strategic Planning and Partnerships

New leader a facilitator for developing new business opportunities

Peter Iacobell understands the business of health care, and is excited to put his expertise to work at University of Cincinnati Physicians.

Iacobell was recently appointed vice president and senior director of strategic planning and development for University of Cincinnati Physicians. In this newly created position, Iacobell will explore strategic business partnerships—both internal and external—with the overall goal of driving financial productivity and operational efficiency.

Reporting directly to Thomas Boat,

MD, and working closely with Lori Mackey and clinical department leadership, Iacobell will focus on core programmatic development and collaborative health care ventures. He will also serve as interim department administrator for radiology while a search is conducted.

“Peter knows how to work within the complexities of community-based and academic health care systems and has a great deal of experience and knowledge about the Greater Cincinnati market,” says Boat, chief executive

officer of University of Cincinnati Physicians. “He will play an important role in ensuring that our individual specialty programs are poised to take advantage of growth opportunities, as well as fit with the overall business goals of UC Health and University of Cincinnati Physicians.”

Iacobell describes himself as a facilitator who can build productive relationships while also applying a private-practice mentality to help improve efficiency and financial goals. Prior to joining University of Cincinnati Physicians, Iacobell served as chief operating officer for Wellington Orthopaedics and Sports Medicine, a Cincinnati-based private practice group. He has spent the majority of his professional career, however, in academic medicine as both a department administrator and vice president of operations for the Northwestern Medical Faculty Foundation, the faculty practice plan for Northwestern University’s Feinberg School of Medicine.

Iacobell says the opportunity to come back to an academics-based medical practice was an ideal move.

“It was clear to me that UC Physicians had an impressive leadership team, well established brand, and was ideally positioned to become the dominant provider of specialty and subspecialty care in the region,” he says.

Originally from outside Detroit, Iacobell now lives in Liberty Township with his wife, Paula, and three boys, ages 13, 11 and 9. He is deeply embedded in the local hockey community, serving as head coach for his two younger boys’ teams and assistant coach for his eldest son. He is on the board of directors for the Cincinnati Amateur Hockey Association. ●

PETER IACOBELL: At a Glance

Focused on strategic business partnerships that improve financial and operational outcomes

- Appointed VP and senior director of strategic planning and development
- Experience in both private and academic medical practices
- Former VP and department administrator at Northwestern University
- Avid hockey coach and player



“It was clear to me **THAT UC PHYSICIANS** ... was *ideally positioned to become the dominant provider* of specialty and subspecialty care in the region.”

Peter Iacobell

Stroke and Spinal Cord Rehab Team Grows

PM&R adds experts with interests in EMG and pain management

UC Health physical medicine and rehabilitation is enjoying a growth spurt, and the beneficiaries will be patients in Greater

Cincinnati who are recovering from injury and are eager to get back into society and live quality lives. The department recently added

three physicians, all of whom see inpatients and outpatients at Drake Center, a 356-bed facility in Hartwell that is one of the largest and most comprehensive rehabilitation hospitals in the country.

“In the past, there was a large waiting list for patients to get in to see us,” says Mark Goddard, MD, department chair. “Now, we’ll be able to handle those cases.

“And with all the new clinicians on the faculty at the UC College of Medicine, we’ll have a lot more opportunities for research into state-of-the-art patient care.” ●

>> PATIENT APPOINTMENTS
To make an appointment with a UC Health physical medicine and rehabilitation specialist, call (513) 418-2707. A full list of clinicians is available at ucphysicians.com.



Mark Goddard, MD

Recent PM&R Faculty Additions

Sheital Bavishi, DO, director of the department’s traumatic brain injury program. Bavishi served a fellowship at the Hunter Holmes McGuire Polytrauma Rehabilitation Center in Richmond, Va., one of four facilities in the country designed to provide intensive rehabilitative care to military personnel who experienced severe injuries to more than one organ system. She also performs spasticity management and is interested in patients with mild brain injury.



Angela Beninga, DO, director of the department’s spinal cord injury program. Beninga completed a fellowship at the University of Michigan, one of 14 U.S. institutions to be selected as a Spinal Cord Injury Model System by the National Institute on Disability and Rehabilitation Research. She is also interested in electromyography (EMG), a test that checks the health of the muscles and the nerves that control the muscles.



Jessica Colyer, MD, who will focus on stroke care and medical acupuncture for pain. Colyer is the department’s stroke medical director and is particularly interested in spasticity management. Her additional training in acupuncture enables her to address the pain issues many patients experience after stroke without resorting to additional medications. She also is interested in EMG.



The new physicians join **Reginald Kapteyn, DO**, as recent additions to the physical medicine and rehabilitation faculty.

Kapteyn joined the department in November 2009 and serves as director of pain management and the interventional spine center at Drake Center.



Reproductive Specialist Expands Patient Choice

Infertility treatments now available from female endocrinologist

The most recent physician to join the University of Cincinnati (UC) Center for Reproductive Health (CRH), Krystene DiPaola, MD, brings an extensive knowledge base, experience, warmth and personal approach to the practice.

DiPaola joined UC Health directly after completing a subspecialty fellowship in reproductive endocrinology and infertility (REI) at the UC

College of Medicine. This highly competitive fellowship is one of less than 40 of its kind nationwide.

“Dr. DiPaola has expertise in women’s health well beyond her years of training. She was one of the most sought after faculty members in the country and we are very lucky that she decided to stay,” says UC professor Michael Thomas, MD, who heads the CRH and the division of reproductive

endocrinology and infertility.

DiPaola graduated from the University of Medicine and Dentistry of New Jersey and was an obstetrics/gynecology resident at Thomas Jefferson University Hospital in Philadelphia, where she served as chief resident.

Now that she’s at UC Health, she holds the distinction of being the only actively practicing female reproductive endocrinologist in the region who performs in vitro fertilization (IVF).

“Proportionally, REI is much smaller than other subspecialties; but that is changing as the number of females attending medical school increases,” says DiPaola.

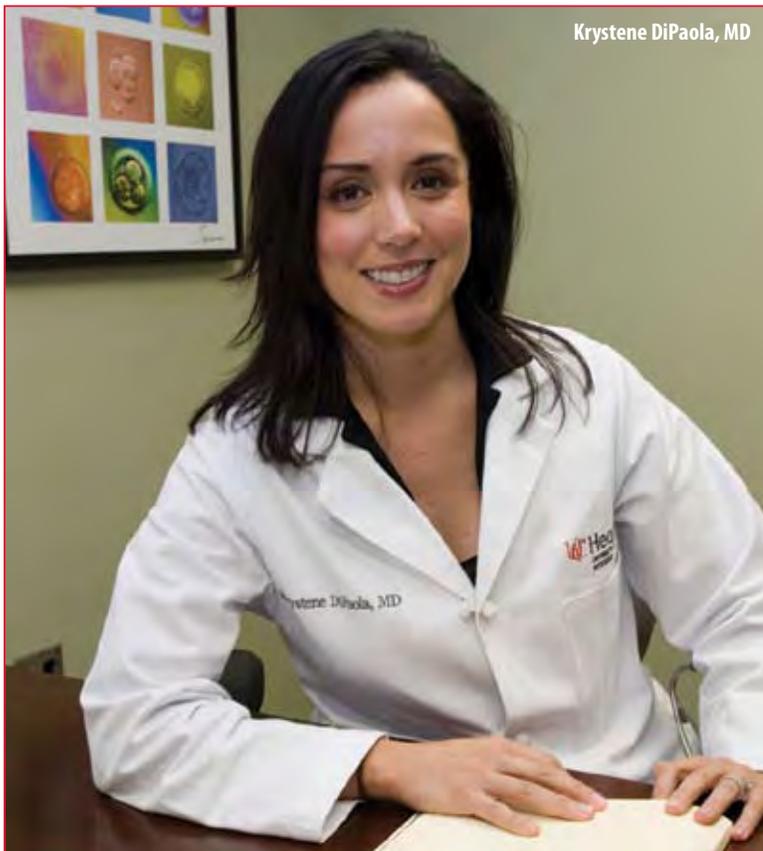
Her presence here, she says, is important in a diverse community like Greater Cincinnati because some women seek out female infertility specialists for reasons based on preferences that might have to do with religious beliefs or other gender-related factors.

In addition to her position at UC Health, DiPaola serves as medical director for the Madeleine Gordon Gift of Life Foundation, a Cincinnati based nonprofit that awards financial assistance to help couples with infertility problems. ●

>> **PATIENT APPOINTMENTS**

To make an appointment with a UC Health infertility specialist call (513) 585-2355. A full list of specialists is available at ucphysicians.com.

DiPaola’s presence provides potential patients with the region’s only actively practicing female reproductive endocrinologist who performs in vitro fertilization.



Krystene DiPaola, MD

Onco-Fertility Services

The Center for Reproductive Health has partnered with Sharing Hope, a program created by the Lance Armstrong LIVESTRONG Foundation to provide educational, moral and financial support to patients whose medical treatment could deny them biological parenthood.

“Preservation attempts are not necessarily cost prohibitive and don’t always involve banking eggs, sperm or embryos,” says Steven Lindheim, MD, the reproductive endocrinologist who leads UC Health’s participation in Sharing Hope.

For more information, call (513) 585-2355.

in brief

Gibler Appointed President & CEO of UC Health University Hospital

W. Brian Gibler, MD, has been appointed president and chief executive officer of University Hospital and senior vice president of UC



Health. Gibler has served since 1995 as the Richard C. Levy Professor and chair of emergency medicine; he also is the medical director of emergency services at University Hospital.

Gibler joined the University of Cincinnati (UC) faculty in 1989 after coming from Vanderbilt University School of Medicine in Nashville. He founded the Heart

ER Program at University Hospital and was the executive co-chairman of CRUSADE, a national quality improvement initiative to develop hospital-based strategies to reduce instances of myocardial infarction. Gibler also is an editor for numerous emergency medicine and cardiology journals.

Joseph, Edwards Named to UC Health Leadership Positions

Two other faculty members have been appointed to UC Health leadership positions. Kevin Joseph,



MD, an assistant professor of emergency medicine, has been named chief executive officer of West Chester

Hospital and senior vice president of UC Health. Michael Edwards, MD, Christian R. Holmes Professor and chair of surgery, has been named vice president, system develop-



ment, at UC Health.

Pancioli Named Chair of Emergency Medicine

Arthur Pancioli, MD, has been appointed the Richard C. Levy Professor and chair of the department of emergency medicine. The appointment is effective Oct. 1, 2010, pending

UC Board of Trustees approval.

Pancioli has been a professor of emergency medicine at UC since 2009 and has served as vice chair of the department since 2000. Pancioli's



research focuses on acute ischemic stroke therapy. He has served on the Greater Cincinnati/Northern Kentucky Stroke Team and has held national leadership positions with the American Stroke Association and American Heart Association. Pancioli succeeds W. Brian Gibler, MD, chair of the department since 1995. ●

Welcome New Clinicians



Surabhi Agarwal, MD
Immunology/
Rheumatology



Ying Chi, MD
Orthopaedics



Jon Divine, MD
Orthopaedics



Tolly Epstein, MD
Allergy and
Immunology



Brad Huth, MD
Radiation Oncology



Todd Kelley, MD
Orthopaedics



Jocelyn Collins, MD
General Surgery



Heather Pulaski, MD
Gynecologic
Oncology

Changes in Facility Names and Signage

As part of the ongoing transition to UC Health, leadership has renamed the West Chester Medical Center as West Chester Hospital. In addition, the University of Cincinnati Physicians' three largest outpatient clinical locations are now being referred to as UC Health Physicians Office. New signage will reflect this change soon.

UC Health signage continues to be installed across the medical campus to reflect the new system-wide identity. Recently, the entryway signs were installed at the corner of Piedmont and Eden



Avenues next to the UC Health Physicians Office in Clifton and the main entrance of University Hospital. The main hospital tower also now touts UC Health. ●



Hospital tower sign installation



SERVICE EXCELLENCE

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

QTIP: How to Stay Cool

ANYONE IN THE HEALTH CARE INDUSTRY has likely experienced times when an unfortunate sequence of events causes a patient to become quite upset. This point in time is known as a critical touchpoint—it is a “make it or break it” moment where the things we do and say next are crucial.

If this moment is handled well, statistics show that the patient’s loyalty will actually become stronger. We know that 70 percent of complaining customers will look to us again in the future if their complaint is resolved to their satisfaction. This figure jumps to 95 percent when resolution is immediate. Only 36 percent of customers with minor problems, who do not complain at all, will come back. The reason for this is simple. Complaining customers give businesses a chance to rectify the problems while non-complaining, dissatisfied customers may not be angry enough to complain, but are often unhappy enough to switch providers.

When you use the QTIP principle, your response will be more rational and you will be able to provide better solutions.

So should we be happy when patients complain? Not exactly—that would be a pretty big stretch. However, we must be open to complaints, willing to put effort into resolving the issues and handle the interaction in a positive way. This can be tough to do, especially when one of those complaining patients is right in your face.

Responses to patients using emotionally charged language can be defensiveness, anger or even tears. When patients are upset they often verbalize things they regret later. However, in the moment, it all seems real and typically the person the angry words are directed toward internalizes the comments and takes them personally.

At the heart of a good service recovery is an idea called the “QTIP” principle. Q-T-I-P is an acronym which stands for Quit Taking It Personally.

It is imperative to think with your head and not your heart when a patient is hurling verbal daggers. When you use the QTIP principle, your response will be more rational and you will be able to provide better solutions. When you use the QTIP principle, you have a real chance of making the patient an advocate because you heard the message beyond the emotion.

Like many worthwhile things, this is much easier said than done. But once you master the QTIP principle, dealing with upset patients will be a lot easier. Although we all do our best to provide an excellent patient experience, unfortunate things still happen. Keep a Q-tip in your pocket or by the phone as a reminder to not internalize negative, hurtful comments. Both you and the patient will benefit. ●

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UC Cancer Institute Formed, Leaders Named

The College of Medicine recently formed the UC Cancer Institute to organize cancer patient care, research and education missions involving various departments in the College of Medicine and in clinical settings throughout UC Health.

George Atweh, MD, was appointed director of the effort.



Atweh is Koch Chair and professor of internal medicine and division director of hematology oncology. He

was recruited to UC last year from Mt. Sinai Medical Center in New York, where he served in numerous leadership roles, including hematology oncology division chief, interim director of the Tisch Cancer Institute and medical director of the cancer clinical trials office.

The UC Cancer Institute includes the adult cancer care services provided at the Barrett Cancer Center at University Hospital, the UC Health Physician Offices in Clifton and West Chester, Precision Radiotherapy and West Chester Hospital. It also includes cancer education and research efforts within the College of Medicine.

The UC Cancer Institute joins with the Cancer and Blood Diseases Institute at Cincinnati Children’s Hospital Medical Center to make up the Cincinnati Cancer Center (CCC). The CCC is working toward obtaining National Cancer Institute designation for cancer services at UC and Cincinnati Children’s.

In addition to Atweh’s overall leadership, an executive committee has been established that will provide governance and direction in accordance with the strategic

priorities of the College of Medicine and CCC. The executive committee includes: William Barrett, MD, chair of radiation oncology; Michael Edwards, MD, chair of surgery; community representative Carrie Hayden; Shuk-mei Ho, PhD, chair of environmental health; Olivier Rixe, MD, PhD, director, Early Stage Drug Development Program; and Susan Waltz, PhD, professor of cancer and cell biology.



Barrett



Edwards



Ho



Rixe



Waltz

Barrett also has been named medical director of the Barrett Cancer Center. In this new role, he will assume responsibility for establishing regional and national best practices, advancing program developments, improving patient throughput, enforcing medical staff bylaws and working with other internal and external leaders to further establish the Barrett Cancer Center as an identified center of excellence. ●

HOW WE MAKE A DIFFERENCE

Heart-Liver Patient Makes Switch to UC Health for More Personalized Care

Don Van Zant, 61, of North Lewisburg, Ohio, has owned and operated the town's favorite pizza joint—Cardinal's Pizza—for 16 years and he couldn't be prouder.

"We're like a big family here," he says. "People make the trip from all around to feast here."

Now, Van Zant is adding more people to his family tree: doctors at UC Health. In February 2010, Van Zant was diagnosed with liver disease and referred to Steven Rudich, MD, at the liver transplant clinic at UC Health University Hospital.

"I don't need a transplant yet, but it was important for me to meet the key players and be introduced to the program just in case," he says.

During his introduction, physicians recommended that Van Zant undergo cardiac testing in preparation for potential transplant.

"I had bypass surgery in 1993 and two stents placed in 2008, in addition to having a family history of heart issues," he explains, adding that his father and his brother both died of heart attacks.

This is when Massoud Leesar, MD, UC Health cardiologist, was brought into the picture, and changed heart health care as Van Zant knew it.

Finding that one of the originally placed stents was not opened properly during a heart catheterization, Leesar ordered a repair angioplasty at University Hospital.

"My experience was tremendous," says Van Zant. "Dr. Leesar as well as the other physicians and nurses talked to me about the procedure and reassured my wife and me. I just couldn't believe the care I received. I felt like I was the only person staying at that hospital because everyone was so attentive."

After the experience, Van Zant decided to make Leesar his full-time cardiologist.

"As we were making the two-and-a-half hour drive home from the hospital after the procedure, my wife looked at me and



Don Van Zant

"The kindness and expertise I've seen speaks volumes, and I just HOPE THE PEOPLE IN HAMILTON COUNTY know what they have in University Hospital."

Don Van Zant

asked, 'How would you feel about making the switch to University Hospital for your heart care?'" he says. "I told her I was thinking the same thing.

"It's worth the drive. The kindness and expertise I've seen speaks volumes, and I just hope the people in Hamilton County know what they have in University Hospital," he adds. "It brings tears to my eyes to know that these doctors don't look at me as just another patient—they truly care.

"And for that, I feel like they're family." ●

>> PATIENT APPOINTMENTS

For a full list of UC Health specialists, visit ucphysicians.com.



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