

FEBRUARY 2013



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Courtesy of Gilead Sciences

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New Monitors Change Care for Emergency, Critical Patients

Health care providers treating unstable patients at University of Cincinnati Medical Center (UCMC) have a new tool for monitoring heart function and blood flow.

In the past year, UCMC has added at least 10 non-invasive cardiac output monitors (NICOMs), manufactured by Cheetah Medical, to its emergency medicine and critical care units.

UC Health emergency medicine and neurocritical care physician Jordan Bonomo, MD, says the devices often replace invasive Swan-Ganz catheters in these units.

A Swan-Ganz pulmonary artery catheter is a thin tube passed into the right side of the heart and the arteries leading to the lungs. The procedure allows providers to monitor cardiac output, which is the volume of blood pumped by the heart to oxygenate organs and tissue.

"Over the past five years, the critical care landscape has changed to the point where many of us no longer accept that these catheters are the gold standard in management of the critically ill," says Bonomo.

Instead of an internal sensor, the NICOM device uses four external sensors placed on a patient's torso to gather data. The technology provides continuous bedside monitoring.

NICOM monitors have been placed in UCMC operating rooms, medical, neuroscience and cardiac intensive care units and the Center for Emergency Care. Bonomo says they enable caregivers to fine-tune resuscitation for patients in shock.

"We used to keep giving them fluid to see if their blood pressure improves, but there's a whole group of patients whose blood pressure won't improve and who need medication," he says.

Cheetah has selected UCMC as a site for continued research and device development, and the company donated a monitor to UC Health's "Team Haiti" medical volunteers group for use on missions to Port-au-Prince. ●



Non-invasive cardiac output monitors (NICOMs)

- use four external sensors on a patient's torso
- replace the invasive internal sensors of the Swan-Ganz pulmonary artery catheters
- provide continuous, bedside monitoring

Neuro ICU Sees Benefits of NICOM Monitors

UCMC nurse John Luken has been using the monitors in the neuroscience intensive care unit. He says they provide data similar to the Swan-Ganz catheters, but without the delays internal positioning entails.

"We're getting a lot of the same important information that helps us make a determination for a patient who is unstable," he says. "It helps you to make sure you're treating the right problem."



Courtesy of Cheetah Medical

Integration Efforts Improve Patient Service, Generate Millions in Savings

COLLEAGUES,

Last spring, we began providing updates in *Connected* about the integration of University of Cincinnati Physicians into




UC Health.

We're pleased to share that our integration efforts have been even more productive than we'd originally planned. Patient service is improving, and first-year savings is greater than \$8 million, providing additional funding to support our Plan 2017 initiatives to recruit physicians and to expand research and education.

Integration, and the spirit of trust with which we pursue it, is in the best interest of patients and makes sense from a business perspective.

New Management Structures

For example, through integration, we transitioned management of the University Pointe Surgical Hospital from University of Cincinnati Physicians to West Chester Hospital. In addition, the management of the UC Health Physicians Office South building on that campus was moved to the physician division.

These arrangements allowed us to leverage the strengths of the different components in our organization, streamlining our patient service as well as being more cost-effective.

We also introduced a new management structure for our hospital-based ambulatory clinics and will begin implementing new integrated patient-friendly scheduling programs, made possible with Epic, in the first part of this year.

Significant Savings, Shorter Waits

University of Cincinnati Physicians is now participating in UC Health's established purchasing program, refined over the course of a decade, to generate savings of more than \$1.3 million annually through volume contracts. On some supplies, savings will be greater than 50 percent.

Greater coordination of resources and a system-wide devotion to patient satisfaction have also reduced the length of time between making an appointment and seeing a specialist. Wait times have dropped from 51 days to 19 days in immunology and 21 days to 13 days in cardiology.

System-Wide Legal Services

With our integration, organizational expansion and increase in patient volume comes a greater need for legal services. We developed an Office of General Counsel to provide more consistent legal services across the organization.

We also hired a chief compliance officer who is working closely with the team to strengthen our compliance program infrastructure with several new policies and procedures, including a new code of conduct and a move to mandatory annual compliance training being rolled out in the near future.

Perhaps one of the most crucial achievements is the increased collaboration among the associates of UC Health and University of Cincinnati Physicians. Our mutually beneficial integration initiatives have transitioned from the project launch phase to an ingrained way of doing business.

As with any great organization, we'll continue to learn from our experience and improve our performance. We look forward to the teams at UC Health and University of Cincinnati Physicians working together in an even closer capacity throughout 2013, helping us implement the Plan 2017 initiatives, achieving our mission and getting us closer to our vision of being the region's quality health care partner and a national leader in solving complex medical problems.

JIM KINGSBURY
President and Chief Executive Officer
UC Health

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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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Drug Approved for Role in Reducing HIV Risk

UC Health is the area's only system now offering this treatment

The Food and Drug Administration approved Truvada in July 2012 to help reduce the risk of sexually acquired HIV infection, in combination with safer sex practices. The drug was previously approved for the treatment of those already infected with HIV.

On Feb. 1, 2013, UC Health began offering preventive Truvada to high-risk patients at the UC Health Physicians Office North in West Chester. Appointments are available the first Friday of each month, and UC Health is the only area system offering the treatment.

"Patients interested in taking Truvada to prevent contracting the virus might not be comfortable

receiving services in an established HIV clinic," says Judith Feinberg, MD.

Feinberg is a professor in the division of infectious diseases at the University of Cincinnati and an HIV/AIDS researcher who also chaired the FDA committee that recommended the drug's approval.

"The clinic is completely discreet, as any other medical practice," she says. "West Chester serves as a neutral location and includes other conveniences for patients, such as better parking, a

newer clinical space and an on-site pharmacy.

Feinberg says patients who might consider using Truvada include people whose partners have HIV or individuals who have multiple sexual partners.

Truvada preventive treatment involves taking one pill daily, Feinberg says. The drug is manufactured by

Gilead Sciences, which estimates the cost for one patient at \$13,600 annually.

Feinberg suggests that patients consult with insurers about reimbursement. Gilead Sciences also has programs to help provide access to the medication. ●



Courtesy of Gilead Sciences



Judith Feinberg, MD

>> **APPOINTMENTS & REFERRALS**

Appointments for the Truvada program are available 1-5 p.m. on the first Friday of each month at the UC Health Physicians Office North, 7690 Discovery Drive, Suite 2700, in West Chester, by calling 513-475-8585.

For more information about UC Health's infectious diseases program, including HIV, visit UCHealth.com/universityhospital/services/infectious-diseases.

Leadership Announces Institute Structure Plans

Internal consultant appointed to guide strategic direction

Anya Sanchez, MD, expects to spend a good deal of time listening and learning in the next six months.

In January 2013, she took on an important new role as an internal consultant to the UC College of Medicine and UC Health as the organizations work collaboratively to integrate clinical

practice with research and education initiatives in the framework of a shared “institute” structure.

The college and health system currently have four institutes at various stages of development—neuroscience, cancer, cardiovascular and diabetes/metabolic diseases—with a fifth sports medicine institute in discussion.

Advisor to the Institutes

In her expanded role, Sanchez will serve as an advisor to the leadership teams of each institute to organize, prioritize and implement plans to drive innovation and best practices in clinical care, research and education.

“The institutes are the lens that focuses our tripartite mission,” says Sanchez, who has served as administrative director of the University of Cincinnati Neuroscience Institute since October 2009 and will continue in this role.

“To be most effective at achieving our mission, we must share knowledge—based on both internal and external best practices—that will enable growth.”

Institutes serve as a mechanism for strategic planning and implementation that allows multiple smaller groups (i.e., disease-based research teams, nursing teams or specialty physicians) to come together and create synergy to fuel innovation that will ultimately benefit UC Health’s patients.

“Our institute model has grown rapidly over the past two years,” says Sanchez. “As a consultant, I learned from many organizations going through this transformation. I’m excited to work with the terrific leaders across our existing institutes to accelerate our progress and to provide better connectivity between us. This will propel us forward together.” ●

About Institutes

Institutes are partnerships of UC Health and the UC College of Medicine that bring together clinical, educational and research missions to focus on a broad condition (for example, cancer) or a system within the body (for example, cardiovascular).

Centers of Excellence Within Institutes

Institutes will be composed of multiple “centers of excellence,” each focused on a specific disease state or condition (for example, the Brain Tumor Center as part of the UC Neuroscience Institute). The centers of excellence are where clinical care as well as education and research advancements intertwine in a patient-centric fashion.

How Institutes Form

Institutes may be formed at the strategic direction of UC Health and the UC College of Medicine or “self-assemble” and petition the Institute Policy Council for designation. The institute structure is intended to drive innovation, identify best practices and allow teams to emerge as regional and national thought-leaders.

Institute directors report dually to Thomas Boat, MD, as UC College of Medicine dean, and James Kingsbury, as president and chief executive officer of UC Health. The matrix reporting relationship will ensure institutes are guided and managed collaboratively.

The institute director will also serve as a liaison to the institute’s advisory groups, their respective chairs and other leaders within UC Health and the UC College of Medicine. ●



Anya Sanchez, MD

SANCHEZ’S CONSULTING EXPERIENCE, TRAINING

Prior to joining the UC Neuroscience Institute, Sanchez was a director with Sg2, a Chicago-based health care think-tank and consulting firm.

She was responsible for building and directing SG2’s Physicians in Leadership, a management education and development program. She also led the creation of strategic plans for service lines, hospitals and health systems.

A graduate of the Robert E. McDonough School of Business at Georgetown University, she holds a master’s of business administration with a focus on operations and strategy. She received her medical degree from the Medical University of Ohio.

Career Development Resources Available

UC Health provides associates courses, Web resources and coaching

With approximately 10,000 associates, UC Health is one of the 10 largest employers in Cincinnati and recognizes the importance of making resources available to help individuals grow throughout their careers.

"We believe in developing our associates and working with them to find opportunities where they can contribute to the organization in new and expanded ways," says Amber Whitfield, career coach in UC Health's human resources department.

Several programs are open to UC Health and University of Cincinnati Physicians associates.

Partnership with Cincinnati State

UC Health is a founding member of the Health Careers Collaborative (HCC) partnership, which allows participants to obtain associate degrees through

Cincinnati State Technical and Community College. Eligible areas of study include nursing, respiratory care, surgical technology, clinical lab technology, occupational therapy assistant and health information technology.

Tuition is paid by UC Health for accepted associates, who pay for their own books and fees.

Web tool helps develop careers

CareerCare is a Web-based tool that prepares associates for next steps in their careers, such as promotions, a new position in the organization or education. Associates develop a career and learning plan that helps identify health care opportunities that fit their backgrounds, skills and interests.

Whitfield then works with associates to implement the recommendations, which can include reviewing internal opportunities, scheduling job shadow-

ing and returning to school.

Several other programs are offered, such as courses on critical thinking and problem solving as well as a program to build basic business skills. ●

>> FOR MORE INFORMATION

For more information about UC Health's educational programs, contact Amber Whitfield, UC Health career coach, at 513-585-6582 or Amber.Whitfield@UCHealth.com.

Next Steps to Participate in Programs

HEALTH CAREERS COLLABORATIVE

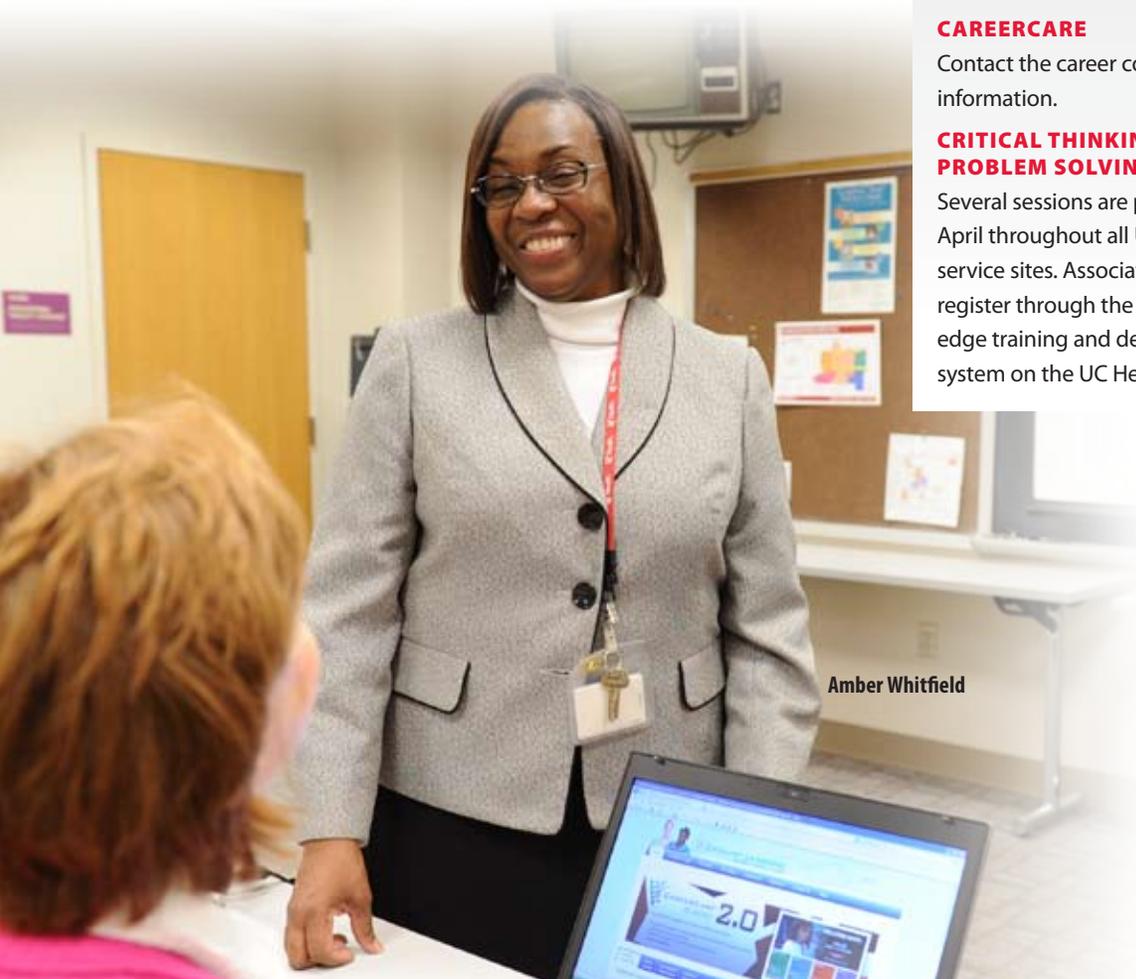
Interested associates must complete an application process to be considered for the next available semester. Contact the career coach for details.

CAREERCARE

Contact the career coach for login information.

CRITICAL THINKING AND PROBLEM SOLVING COURSES

Several sessions are planned for April throughout all UC Health service sites. Associates can register through the RITEKnowledge training and development system on the UC Health intranet.



Amber Whitfield

in brief

UC Health Recognized for Growing Minority Businesses

UC Health received the Innovator Award from the Greater Cincinnati & Northern Kentucky African American Chamber of Commerce. It was presented to Dennis Robb, senior vice president of corporate business operations and chief supply chain officer, at the Chamber's "Game Changers" corporate recognition breakfast Dec. 13, 2012.



Robb

The award recognizes regional partnerships that create new pathways for minority business growth. UC Health has helped develop local minority business by hosting a weekly meeting with minority- and women-owned enterprises, which enables them to present their services and interact with senior leadership.

Lara Named Director of Corporate Media Relations

Diana Lara has been promoted to director of corporate media relations for UC Health. She was previously director of media relations for University of Cincinnati Medical Center.



Lara

In her new role, she will continue to work with the medical center as well as all of UC Health. She will provide senior-level planning and execution of strategic public and media relations programs. She will be responsible for managing the daily activities of external media relations, overseeing internal and vendor media relations staff, and providing counsel for media interviews with administrators and faculty.

Lara has worked as an on-air reporter with several television and radio stations, including WNBC-TV and WABC-TV in New York City; WWOR-TV in Secaucus, N.J.; ESPN Radio; and WLWT-TV, WGRR-FM and WUBE-FM (B-105) in Cincinnati. She also served as the Spanish language reporter for WKRC-TV.

Area's 'Top Docs' Work at UC Health, College of Medicine

Each January, Cincinnati Magazine publishes a list of "Top Docs" working in the region. Of the 750 physicians on the list, 170 (or 23 percent), are UC Health specialists.

These physicians also serve as faculty at the UC College of Medicine.

The list was compiled from surveys the magazine sent to more than 5,000 physicians in an eight-county area surrounding Cincinnati. Doctors were asked whom they would turn to if "you, a family member or a friend needed medical attention."

Several UC Health physicians also were highlighted in sidebar articles, including Sid Khosla, MD, otolaryngology; Frank McCormack, MD, pulmonary, critical care and sleep medicine; and Christopher McPherson, MD, and John Tew, MD, both with the University of Cincinnati Neuroscience Institute.

The 750 doctors on the list received at least five mentions and are grouped into 43 specialties.

In addition, 25 percent graduated from the UC College of Medicine and 32 percent had completed residency or a fellowship at UC. ●



Nominate Outstanding Nurses for Nightingale Awards

The UC College of Nursing is accepting nominations for the 21st annual Florence Nightingale Awards for excellence in nursing.

The Nightingale Awards, established in 1992, recognize Greater Cincinnati area nurses for outstanding professional performance in direct patient care. Board of Advisors Nightingale Award winners receive \$1,000, and Dean's Award winners receive \$400.

There were five UC Health Dean's Award winners in 2012.

How to Nominate

Nominations are accepted from patients, family and friends of patients, colleagues, physicians and other health care workers. They may be faxed, mailed or submitted online and must be received or postmarked by March 8.

Winners Announced April 25

Winners will be announced at the annual Florence Nightingale Awards banquet April 25. Additional information and a nomination form are available at nursing.uc.edu/centers/nightingale_awards. ●



CLINICAL TRIAL SPOTLIGHT:

Breast Cancer Research Study

WHAT: Research study to learn if adding medication to standard treatment with chemotherapy for early stage breast cancer will prevent return of cancer.

WHO: Women at least age 18 who have had early stage breast cancer surgically removed.

DETAILS: For more information, contact the UC Cancer Institute at kastla@ucmail.uc.edu or 513-584-7698.

Have You Had Surgery for Early-Stage Breast Cancer?

Study that tests a targeted therapy combined with standard breast cancer treatment

What
This study is being done to learn if adding a targeted therapy, trastuzumab (Herceptin[®]), to standard treatment with chemotherapy for early stage, HER2-low breast cancer, will prevent breast cancer from returning. A second purpose of this study is to learn if adding trastuzumab to treatment with chemotherapy will help women with HER2-low breast cancer live longer.

Who
Women at least 18 years of age who have early stage breast cancer that has been removed by surgery. This study is only for women with HER2-low breast cancer.

Details
For more information, contact the UC Cancer Institute at kastla@ucmail.uc.edu or 513-584-7698.

UC Health

HOW WE MAKE A DIFFERENCE

Teamwork Saves Patient With Fully Blocked Artery

UC Health West Chester Hospital was 'right place, right time' for patient

When she turned 60, Fairfield resident Dotti Wagner decided to get into shape.

She successfully lost 30 pounds, but felt she was at a standstill with her fitness. To help, Wagner's husband, Harry, bought her sessions with a trainer for Christmas 2011.

Wagner said she began working out regularly with no problems until one day in January 2012.

"I did my usual 30 minutes on the treadmill, but I was so tired that I could hardly put one foot in front of the other," she says. Wagner took a break, started to feel better and resumed her workout. Then, dizziness hit.

"I started to feel shooting pains in my left arm and across my chest," she said, asking for help. Staff at the gym called an ambulance.

Wagner experienced a massive heart attack and cardiac arrest. The EMS squad and emergency medicine physicians at UC Health West Chester Hospital worked for more than 40 minutes to get her heart beating again and stabilize her.

"Dr. Arif and the rest of the team didn't give up on me," says Wagner,



Arif

speaking of the UC Health cardiologist who remains her heart care provider. Imran Arif, MD, a UC Health interventional cardiologist who sees patients in West Chester and Clifton, says Wagner's case involved the collaborative effort of teams in West Chester Hospital's emergency department, staff in the cardiac catheterization lab and Intensive Care Unit treatment.



Dotti Wagner

"We stented Dotti's artery, which was 100 percent blocked," says Arif, also an associate professor at the UC College of Medicine.

"I have not seen someone survive such a prolonged CPR effort, but she was a miracle. Perhaps, if it were not for the timely care provided at West Chester Hospital, Dotti wouldn't have survived."

Arif adds that patients should always consult their primary care physicians before beginning a rigorous exercise regimen.

Wagner was given only a 5 percent chance to live, but over a year after her heart attack and double bypass surgery, she has fully recovered.

"I'm so thankful for being in the right place and the right time and for the team that helped save my life," she says. ●

The EMS squad and emergency medicine physicians at UC Health West Chester Hospital worked for more than 40 minutes to get Dotti Wagner's heart beating again.

UC Health
West Chester
Hospital

Main Entrance



EMERGENCY



We're all UC Health

Lauren Stahl

Senior Clinical Research Coordinator, Stetson Building

ORIGINALLY FROM AUSTRALIA, Lauren Stahl has quickly made herself at home in the United States—and at UC Health University of Cincinnati Physicians.

As senior clinical research coordinator in the department of psychiatry and behavioral neuroscience, division of bipolar disorders research, she sees research participants for study visits in the Stetson Building. She completes rating scales to learn about a patient's current mood symptoms and often schedules blood work, electrocardiograms and other procedures.

There is also a large administrative component, including making sure that the studies are kept running smoothly in accordance with protocols and Institutional Review Board guidelines, which are designed to protect human subjects in research projects.

"I am really fortunate to work with an amazing and diverse group of professionals who are enthusiastic about what we do," says Stahl, who has been with University of Cincinnati Physicians for a little over a year.

"I also enjoy it when patients who have had difficulty finding mental health treatment that works for them enroll in one of our studies and really see an improvement in their quality of life. They know that we genuinely care about their well-being and seem to like coming in for their study visits."

Stahl moved to Cincinnati last year with her husband, Donovan Begg, who has a research fellowship at UC. She is trained as a clinical psychologist and holds a doctor of clinical psychology (DPsych) degree (similar to PsyD in the United States). She previously worked in the therapy department of a private psychiatric hospital.

"While I love doing psychotherapy and being a clinician, I am also enthusiastic about research and am excited to have the opportunity to use my clinical skills in this research environment," she says.

Away from work, Stahl is enjoying learning how to use her first digital single-lens reflex camera and has the perfect photo subjects at home.

"I'm fortunate to have two very sweet dogs that don't mind me taking endless photos of them," she says.

"I also love to travel and explore new places, particularly if there is a beach and drinks with little umbrellas involved!" ●

"I also enjoy it when patients ... enroll in one of our studies and really see an improvement in their quality of life."

Lauren Stahl
UC Health Psychiatry



uchealth.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
- 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