

DECEMBER 2015



CHRISTIE KUHN

8 **We're all UC Health**

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Heart Mini Registration Open Join UC Health for the March 13 event

Join UC Health for the American Heart Association/American Stroke Association's Heart Mini Marathon & Walk. The 2016 event will take place Sunday, March 13, in downtown Cincinnati, with different events to accommodate all fitness levels, including a half marathon, 15K, 5K, 3- or 5-mile Heart Walk, or 1K Steps for Stroke Walk presented by UC Health for survivors of heart disease and stroke.

UC Health associates, families and friends are working toward an organiza-

tional goal of 1,400 participants and \$107,000 raised.

Look for details in January about kickoff events and registration drives. ●



Life is Why

UC Health is the official "Life is Why" sponsor for the Cincinnati chapter of the American Heart Association/American Stroke Association, and the medal sponsor for the 2016 Heart Mini Marathon & Walk

"Life Is Why" is the American Heart Association/American Stroke Association's anthem developed to capture the momentum of organizations and individuals who promote healthy living and a world free of heart disease and stroke.



Locally Sponsored by
UC Health.

WHAT'S YOUR WHY?

Are you walking or running in memory of someone? Are you doing it for your health? Are you simply trying to set a good example for your kids or your patients? Tell us why you plan to participate in the 2016 Heart Mini. Send your "Why" to corporatepr-marketing@uchealth.com for a chance to be featured in UC Health's communications leading up the March 13 Heart Mini event.

>> REGISTRATION INFORMATION
Visit heartmini.org and select UC Health to register as a team captain or join one of the existing UC Health teams. Register by Feb. 18 to receive a free UC Health race day T-shirt.

Achievements to Celebrate, Challenges to Overcome

COLLEAGUES,

In the last months of 2015, we learned that UC Health had received two significant honors reflecting the sum of



Richard P. Lofgren

our efforts and our achievements throughout the year.

In October, University of Cincinnati Medical Center was named a "Rising Star" by University HealthSystem Consortium (UHC), the leading consortium of U.S. university health systems. Every year, UHC recognizes exemplary performance in safety, mortality, clinical

effectiveness, efficiency and patient-centered and equitable care. They recognized us for our strides in these areas, placing us among the top 25 percent of our peer institutions.

And in November, two of our hospitals were honored by The Joint Commission, the organization that accredits and certifies the vast majority of U.S. hospitals. UC Medical Center and West Chester Hospital were recognized as "Top Performers" for excellence in care for heart, pneumonia and surgical patients. West Chester Hospital also received its fourth consecutive

Healthgrades® Outstanding Patient Experience Award.

We certainly have quite an impressive list of achievements to celebrate, a selection of which I've listed below. But we also have challenges, which are to be expected within an organization as large and as complex as ours.

For example, our Patient Safety Culture Survey called attention to concerns regarding teamwork, staffing levels and engagement. We're listening closely to your thoughts and ideas and want to empower you to continue to point out problems and suggest improvements.

As an organization, we will move into 2016 positioned better than ever to address problems head on. We announced in November a new system-wide management structure and we have completed the final stage of creating a single compensation and benefits program for all UC Health and UC Physicians Company associates.

This consistent, enterprise-wide approach to the way we do business best supports our effort to provide the highest quality clinical care and personal service for our patients.

We also move into 2016 in a strong

fiscal position, following announcements made earlier this year that two of the three major bond ratings agencies in the U.S. provided positive evaluations of our system. Standard & Poor's and Moody's cited many factors in their positive ratings and outlooks, including **our role as the only academic health system in the region.**

We'll draw attention to this academic-health-system role with the launch in early 2016 of a new brand campaign focused on our academic difference. It is, after all, what sets us apart from our competitors and informs the care we provide for our patients.

In the first half of 2016, we'll also roll out updated mission, vision and values statements and a new strategic plan for our organization, which will drive our priorities for the next several years.

So, stay tuned, and thank you for your continued commitment to UC Health and to the patients and families we serve.

Wishing you all a happy and healthy holiday season and a happy New Year.

RICHARD P. LOFGREN, MD, MPH, FACP
President and Chief Executive Officer
UC Health

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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Photography

UC Academic Health
Center Communications
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SELECTED HIGHLIGHTS FROM 2015

Work Progresses at Region's Newest Center for Advanced Cancer Treatment. Installation of equipment at the new Proton Therapy Center in Liberty Township brings the area one step closer to being one of the few locations in the world to offer a unique form of radiotherapy. The Center, a partnership between UC Health and Cincinnati Children's Hospital Medical Center, is expected to begin patient care in late 2016.

Telehealth Enhances Convenience, Access. UC Health's Telehealth Network is pioneering ways to help patients save time, avoid travel and have easier access to health care when they need it. The Network will also be used, in our role as an academic health system, to offer education and training for health care professionals.

New Maternity Unit Brings Specialized Mother and Baby Care to West Chester Hospital. Since the maternity unit opened at West Chester Hospital in April of this year, our physicians and nurses have helped over 350 babies meet their families in the

region's newest birthing center. The unit offers beautiful labor, delivery, recovery and postpartum suites and an eight-bed Level II Special Care Nursery.

Region's only Adult Heart Transplant Program. Our UC Heart, Lung and Vascular Institute has built a team of experts specifically trained in advanced heart failure and medical and mechanical heart therapies, including left ventricular assist devices (VAD), extracorporeal membrane oxygenation (ECMO) and heart transplantation.

Looking Ahead: Bringing the Best in Neuro and Psychiatric Care to the Region. Our UC Neuroscience Institute launched a \$123 million project that will include a new world-class outpatient facility for people with the most challenging neurologic and psychiatric diseases. The Institute's efforts will expand research programs, recruit additional world-class physicians and researchers, support new training fellowships and expand community-wide programming.

Guiding Patients Through a Cancer Diagnosis

New navigators see advocacy as their No. 1 priority

Hearing the words, “You have cancer,” can bring life to a screeching halt, making it difficult to move forward to take the necessary steps to beat the disease.

According to the American Cancer Society, over 1.6 million new cancer cases will be diagnosed in the U.S. in 2015. Many of these people are wayfinding, seemingly blindly, through chemotherapy, surgery, radiation, clinical trials, nutrition counseling and other treatments.

To prevent confusion and assist patients in their care, the Commission on Cancer is requiring by 2018 that all accredited institutions have a navigation system in place as part of a larger survivorship program.

To meet these requirements, the UC Cancer Institute has hired nurse navigators in the head and neck, breast and lung cancer centers, and in radiology.

Candi Brown came on board with the lung center in late September.

“I was already serving as a patient navigator to some degree at the small community hospital I worked for in Indiana,” says Brown, an oncology certified nurse. “Everyone knows that the earlier cancer is detected, the better the outcomes, and in the case of the lung center, we have a multidisciplinary Lung Cancer Screening Program. However, many patients don’t follow up on their care because of financial barriers or problems with transportation. There are so many people who don’t know about the numerous resources available to them. That’s where I come in.”

Marilyn Kugler has been with the head and neck cancer center as a nurse since 2012, but just officially stepped into the role as a nurse navigator in August.

“I meet with patients at their first appointment, usually with the physician, and then I meet with them



UC Cancer Institute nurse navigators (left to right): Tracy Thompson-Lang, Marilyn Kugler, Anndee Meyer and Candi Brown.

“We don’t want to see anyone get lost, and we want to make sure they have everything they need to get through the system effectively.”

each time they begin a new arm of their treatment plan,” Kugler says. “The other navigators say they follow these guidelines as well and that a phone call is typically made to the patient before that first visit just to make sure he or she knows where to go and what to expect.

“Sometimes patients will come in on that first visit and expect chemo, so it’s great to give them some information before they arrive,” Kugler adds. “We want to reduce their stress and anxiety as much as possible and let them concentrate on getting better.

“I’m there to connect the dots and make sure they have everything they need to do that.”

Anndee Meyer, the nurse navigator for the breast center, has been in her position for over a year and says it has been great to meet with Kugler and Brown to share ideas to find the best way to meet patients’ needs.

“We’ve started meeting weekly to

see if we can develop some guidelines,” Meyer says. “Of course, our patients have different needs, so something that works for me might not work for the others, but I’m so excited to have other navigators on board.”

Tracy Thompson-Lang joined most recently as a radiology navigator.

Besides being advocates for the patient—which all navigators state is their number one priority—they also hope to be the conduit for introducing clinical trials and other therapeutic services.

“We don’t want to see anyone get lost, and we want to make sure they have everything they need to get through the system effectively,” Meyer says. ●

>> APPOINTMENTS & REFERRALS
To schedule an appointment with the UC Cancer Institute, call 513-584-8500.

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New High-Risk Transport Team Formed

First of its kind in region, collaboration serves pregnant patients

UC Health Air Care & Mobile Care has been transporting high-risk patients from area hospitals to UC Medical Center for over 30 years. New to that team, however, is the recent addition of an obstetrics (OB) “extender service” that gives high-risk obstetrics patients the added benefit having of an OB nurse on board during ground transport to UC Medical Center.

“OB nurses take care of obstetrics patients every day, so it’s nice to have them with us when you’ve got a pregnant mom who is very sick or one who is in preterm labor and needs a high-level nursery,” says Michele Osborn, a veteran UC Health mobile care regis-

tered nurse who experienced this advantage when an OB patient needed a breathing treatment that elevated the baby’s heart rate.

“It was alarming,” Osborn says,

“but perfectly normal and reassuring to both me and the mother to have the OB nurse’s expertise there.”

When you consider that UC Medical Center has both maternal-fetal medicine experts and a Level III Neonatal Intensive Care Unit (NICU), it just makes sense to have the highest level of OB staffing in place on UC Health’s ground-based Mobile Intensive Care Unit (MICU) transports, says Sharon Walsh-Hart, registered nurse and UC Health Air Care & Mobile Care clinical program developer.

While UC Health Air Care & Mobile Care team members are certified to transport all types of patients, Walsh-Hart says that by virtue of sheer numbers—over 11,000 mobile transports annually—the team is more accustomed to transporting critically ill patients than OB patients.

“Sometimes we really need an OB nurse on board to do things like check a cervix—something that we are not proficient in due to lack of exposure but that the OB nurse does every day.”

According to OB Nurse Educator and Clinical Program Developer Harrieth Mwalupindi, registered nurse and PhD candidate, the new service is necessary because high-risk moms are getting sicker due to factors such as obesity, diabetes, smoking and pre-eclampsia, to mention a few.

In addition, some may not have received prenatal care, and at the time of admission to the hospital, they are very sick and require high-acuity management and specialized obstetric care. These patients, Mwalupindi says, first arrive at Tristate hospitals, sometimes dozens of miles away, with preeclampsia, preterm labor or a variety of other life-threatening health conditions, and ultimately get transported to an area Level III NICU, like the one at UC Medical Center. Adding the OB extender to the MICU team immediately offers a high level of specialized obstetric nursing care during transport.

For now, there are about a dozen OB extender nurses trained and currently only accompany patients to UC Medical Center. A list of protocol determines whether an OB extender nurse would be dispatched.

“The new OB extender service exemplifies the UC Health spirit of interdepartmental collaboration in providing the highest level of care and services to our high-risk obstetrical patients in our community and beyond, and it is one of the many ways that UC Health is demonstrating our commitment to helping to reduce maternal and infant mortality in our community,” says Ruby Crawford-Hemphill, registered nurse and assistant chief nursing officer, Women’s Health Services, UC Medical Center. ●



Crawford-Hemphill



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PURSUING PERFORMANCE EXCELLENCE

Where We Stand

WE'RE NEARLY HALF-WAY through our current fiscal year and we have work to do to meet many of goals we have set for ourselves. We did well last year making significant improvements in several areas. Subsequently, we raised the bar. We want to be a high-level performer.

Our largest challenge: Patient Satisfaction. The good news is that this is an area that every single one of us can affect.

Simple things, like walking patients to their room, picking up trash, and being professional and kind, can make a huge difference. Some nursing and ancillary units at UC Medical Center and West Chester Hospital have experimented with quick daily huddles to keep staff informed and to address problems immediately. This

intervention has shown very promising results. By removing barriers for staff, it allows them to be at their best with our patients. If your unit is doing this, great! If not, it may be something you want to try.

Our second largest challenge: Quality, specifically infection prevention and control.

Our ultimate goal for the infections we measure is ZERO, but we recognize that the road to perfection will take us some time. Still, we are having more of these infections than we want or expect for an organization of our size.

Everyone can make a difference with these by simply washing your hands. That's not the whole solution; we need to follow appropriate sterile procedures, but proper hand hygiene does make a huge difference, and it has the added

bonus of keeping you healthy, too.

In other areas, we are right on the edge of meeting or missing our goal, so every little bit makes a difference.

I encourage you to conduct small tests of change and measure to see if your solution works. This does not have to be complex. In a safe manner, try something with one patient, one doctor and one nurse. Ask, "Was this better?" Ask, "Why?"

We will not improve everything instantly. We have problems. It is likely that we will always have problems. We need to be excellent at problem solving.

Thank you for all you do.

Be well,

Jeff Norton

Vice President and Chief Performance Officer



Norton

>> News Or Ideas?
Have performance improvement ideas or news to share? Contact Norton at jeff.norton@uchealth.com.

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Enterprise Goals: Monthly Scorecard

(FY16) November 2015

ENTERPRISE GOALS	Month's Performance		Trend* (July 2014 - Current Month)	Reaching Yearly Target? ** (FY to Date Average)
	Actual	Target		
QUALITY Number of patients with acquired central line, urinary catheter, MRSA, C diff, or surgical site infections	18	< 22		
SAFETY Number of patients with Patient Safety Indicator (PSI) events	15	< 15		
SERVICE % of INPATIENTS rating the hospital as a "9 or 10"	67.2	≥ 74.4		
SERVICE % of OUTPATIENTS rating the hospital as a "9 or 10"	83.1	≥ 85.9		
EFFICIENCY Supply \$ + Labor \$ + Purchased Services \$ / CMI Adjusted Discharge	\$5,397	≤ \$5,555		
GROWTH # of Patients Referred from "Outlying" Areas	1,167	≥ 1,157		

*Trend over previous 12 months.

**Average (FY16 to date) performance against target. Positive/negative performance reflected with "thumbs up/thumbs down" icons.

in brief

Privitera Named President of American Epilepsy Society

Michael Privitera, MD, director of the Epilepsy Center at the UC Neuroscience Institute and professor of neurology at the University of Cincinnati, has assumed the role



Privitera

of president of the American Epilepsy Society (AES). He will lead the Board of Directors on advancing AES's strategic plan.

Sleep Medicine Center Re-Accredited

The American Academy of Sleep Medicine (AASM) recently granted the UC Health West Chester Hospital Sleep Medicine Center re-accreditation for a five-year period beginning March 11, 2016. Additionally, the UC Health West Chester Hospital Sleep Medicine Center was granted Home Sleep Apnea Testing accreditation by the AASM. As the only professional society dedicated exclusively to the medical subspecialty of sleep medicine, the AASM

is the leading voice in the sleep field and sets standards and promotes excellence in sleep medicine health care, education and research.

nated a Pulmonary Fibrosis Foundation Care Network site. Launched in 2013, the PFF Care Center Network comprises leading medical centers with specific expertise in treating pulmonary fibrosis (PF), a devastating and relentlessly progressive group of lung disorders that cause scarring in the lungs.

UC Medical Center Named PFF Care Network Site

University of Cincinnati Medical Center is now one of 40 medical centers across the nation desig-

Health Care Heroes Finalists Named

Several from UC Health are listed among the finalists for the Cincinnati Business Courier's Health Care Heroes award program. They are

Alberto Espay, MD, neurologist and director of Gardner Center for Parkinson's Disease and Movement Disorders at the UC Neuroscience Institute; and

Jason Huff, clinical director of transplant services, UC Medical Center (Provider category finalists);

Christopher Lewis, MD, family medicine physician and founder of Village Life Outreach Project (Community Outreach category finalist); and

John Wyrick, MD, orthopaedic surgeon and director of the UC Division of Upper Extremity Surgery (Innovator category finalist).

In addition, brothers Brian and Joe Wiles are finalists in the Community Outreach category for their work as co-chairs for the Walk Ahead for a Brain Tumor Cure, which raises funds for the UC Brain Tumor Center at the UC Neuroscience Institute. To date, the event has raised more than \$1.3 million for brain tumor research and education initiatives.

Health Care Heroes award winners will be selected from the full field of finalists at a dinner Feb. 25, 2016, at the Hyatt Regency Cincinnati.



CLINICAL TRIAL SPOTLIGHT: Birth Control Study

WHAT: UC Health is conducting a research study on a new investigational copper intrauterine device (IUD). An IUD is a long-term, reversible method of birth control. The IUD and study-related care and medical exams will be provided at no cost.

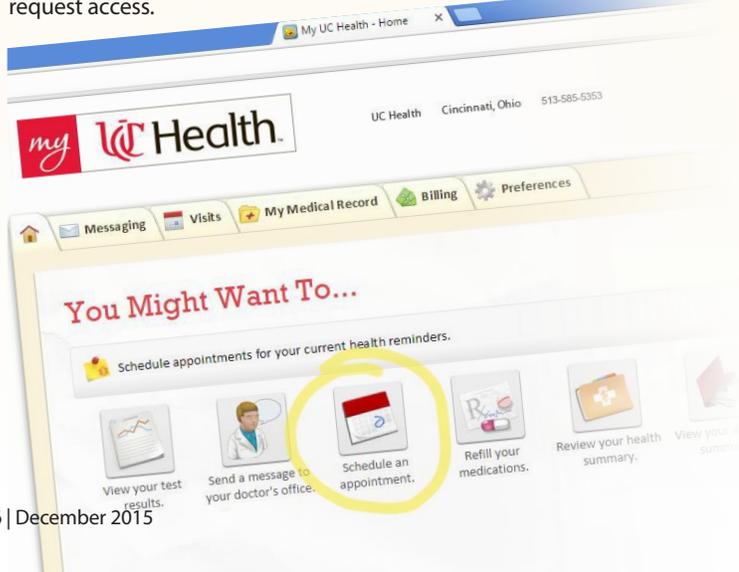


WHO: To qualify, you must be a sexually-active female between the ages of 18 and 40. Qualified participants may be compensated for time and travel.

DETAILS: For more information, or to find out if you qualify, please contact Reproductive Medicine Research at 513-584-4100.

SCHEDULE APPOINTMENTS ON MYUCHEALTH

Current patients can now use My UC Health to schedule with all providers with whom they have an established relationship. This enables patients to schedule online at their convenience. Visit my.uchealth.com to log in or to request access.



SAVE THE DATE: Research Week 2016

Mark your calendars for Research Week 2016, to be held April 18-22. The celebration of research progress will feature a "Shark-tank" style competition with funding award; an innovation, entrepreneurialism and technology expo, keynote speaking events and panel discussions, a Wellness Research and Practice Expo; and Hutton Ethics Lectureship. Look for updates on Twitter (@UC_CoMRResearch). Research Week partners include UC, UC Health, Cincinnati Children's Hospital Medical Center, the Center for Clinical and Translational Science and Training, Cincinnati Department of Veterans Affairs Medical Center, and Cincinnati Education and Research for Veterans Foundation.



Survivor Makes Most of Cancer Diagnosis

Patient explored Cincinnati when treatments brought her to town

When Fort Jennings, Ohio, resident Deborah Ambroza realized that the aggressive tumor behind her left eye, known as a hemangiopericytoma, was growing again in the summer of 2015, she was devastated to say the least—especially since her husband, Barry, was being treated for bladder cancer at the same time.

Her daily radiation therapy would cause her to be away from home for a week at a time, and she had to do it without Barry by her side.

But as they say about making lemons into lemonade, Ambroza did just that. She turned her cancer diagnosis into a chance to explore a new city, and she fell in love with it.

“Luckily, my radiation oncologist, Dr. Barrett, let us know about the American Cancer Society Hope Lodge, which let me and a caregiver stay for free during the week in Cincinnati,” she says. “It’s such an amazing place, and I met so many wonderful people and friends when I was there.”

When she wasn’t undergoing treatment, Ambroza hit the town,

taking Uber rides to local restaurants and historical sites.

“We saw Harriett Beecher Stowe’s home and William Howard Taft’s home,” she says. “I also had an interesting science lesson about the Lazarus Lizards that were smuggled into the city over 50 years ago and have survived to this day. We made many trips to Mecklenburg Gardens for real German food. It was so interesting to find out it is the oldest restaurant in the city.”

Ambroza says that since she had to be here anyway, she took the opportunity to truly explore what Cincinnati had to offer, winding up in places like Habit’s Café in Oakley, Zip’s Café in Mt. Lookout, the Red Tree Art Gallery and Coffee Shop, Kitchen 452, Red Feather and Taft’s Ale House.

“When it was time for my treatment to end, I could hardly believe it was over,” she says. “I even told Dr. Barrett that I needed two more weeks to explore.”

Now, Ambroza is doing well; her tumor has reduced in size, and best of all, she did not lose her sight.

“I was and am so grateful for the kindness everyone gave at the UC Cancer Institute and the UC Health Barrett Cancer Center—the receptionists, the nurses and the radiation techs. The staff is just so kind and compassionate with everyone. I was grateful to receive my treatment there.”

Deborah Ambroza, UC Health patient

“I was and am so grateful for the kindness everyone gave at the UC Cancer Institute and the UC Health Barrett Cancer Center—the receptionists, the nurses and the radiation techs. The staff is just so kind and compassionate with everyone. I was grateful to receive my treatment there,” Ambroza says, adding how thankful she is for her doctors: James Augsburg, MD, ophthalmologist; Ginger Henson-Rattan, MD, ophthalmic plastic surgeon; and William Barrett, MD, radiation oncologist and UC Cancer Institute director.

“I am forever blessed and grateful for the ACS Hope Lodge—which proved to be such a gift to me—my wonderful caregivers and the new friends I made staying there.”

Ambroza still comes back for follow-up appointments, and she always makes a point to stop in and see the old friends she met around town or try a new place for lunch.

“I really could move here,” she says with a laugh. “Cincinnati is wonderful—from world-class health care at UC to amazing restaurants, sports teams and an incredible history. While I had to visit for an undesirable reason, I knew I was where I needed to be.” ●



Augsburger



Barrett



Henson-Rattan



Deborah Ambroza in front of Hope Lodge

>> **APPOINTMENTS & REFERRALS**

To schedule an appointment with the UC Cancer Institute, call 513-584-8500.

We're all UC Health

Christie Kuhns, Esq.

Director of Community Strategic Planning
UC Health

CHRISTIE KUHNS, ESQ., *Rep. for Ohio House District 32, has been named to the newly created position of director of community strategic planning for UC Health. In this role, Kuhns will lead the health system's Community Health Needs Assessment process and will work from that report to implement strategies to meet the health needs of the populations served by UC Health.*

She will also work closely with UC Health's community steering committee to further advance relationships with the communities surrounding UC Health's hospitals and outpatient offices, putting particular emphasis initially on Avondale, Clifton, Corryville and Walnut Hills.

Can you tell us a bit about you and your ties to the Cincinnati community?

"I was born and raised in Cincinnati, went to Walnut Hills High School and received both my undergraduate and law degrees from the University of Cincinnati. I've been volunteering in the Cincinnati community since I was a teenager and I have a great love and devotion for my city.

"I've participated in building the Cincinnati community through service directly to the City and other organizations. For example, I've served on the Avondale Community Council for a decade and was one of the founding board members of the Avondale Comprehensive Development Corporation. I was a commissioner on the Cincinnati Planning Commission, chair of the board of the Greater Cincinnati and Northern Kentucky African American Chamber of Commerce and chair of the Cincinnati Human Services Advisory Committee."

What do you see as UC Health's biggest opportunity with regard to the community? In other words, where or how can the health system have the most impact?

"UC Health can have a major impact by engaging the surrounding communities to help guide us in our community benefit investments. We want to help address systemic issues that impact health—issues that fall outside traditional community

benefit activities like health screenings. In addition to those traditional activities, we can make investments in areas that address social determinants of health, including education, housing, hunger, jobs, poverty and violence."

What's your top priority moving in to 2016?

"Working with our community steering committee, UC Health and UC to develop our strategic plan for investing in our community. I also plan to continue developing and nurturing relationships with our community stakeholders."●

Christie Kuhns



uchealth.com

Inpatient and outpatient services available in the following communities:

OHIO

- ADAMS COUNTY
- ANDERSON
- CLIFTON
- DAYTON
- DOWNTOWN
- FAIRFIELD
- HARTWELL
- KENWOOD
- KETTERING
- LIBERTY
- LIMA
- MASON
- MIDDLETOWN
- MIDTOWN
- MILFORD
- MONTGOMERY
- MT. AUBURN
- ROSS
- TRENTON
- TRI-COUNTY
- WEST CHESTER
- WESTERN HILLS
- WHITE OAK
- WILMINGTON
- WYOMING

KENTUCKY

- FLORENCE
- LEXINGTON
- MAYSVILLE

INDIANA

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