

Premier Pulse

News for Premier Health Physicians

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An Impact That Will Last a Lifetime

By Scott Kanagy, DO, MBA, chief medical officer, Premier Health Northern Region



My time at Good Samaritan Hospital has left a positive and memorable experience in my heart. I was only with Good Samaritan for a short period of time. However, in my short tenure as chief medical officer I saw extraordinary things. I cannot express how honored I am to have had the privilege of being part of the Good Samaritan family. I have witnessed numerous selfless acts in many of those who have made Good Samaritan into the

outstanding facility it was.

As I sat at the picnic that we held on July 14 to honor employees and physicians and listened to the program, it reinforced in my mind that the building sitting at Philadelphia Drive and Salem Avenue does not represent Good Samaritan. It was the place we did our work. As stated by many that day, the people who filled Carillon Park and all

the others who could not attend from past and present are what truly is Good Samaritan. That powerful message made me smile, because no matter where we decided to continue our careers after the closure or what we decide to do, we are Good Samaritan.

Each of us takes a piece of Good Samaritan with us. By doing so, Good Samaritan will live on in us and will become part of those we encounter. They will see and feel our commitment, and with that, Good Samaritan will live on forever. A difficult decision was made so that we can continue to provide the best care to the most people we can in Southwest Ohio. We must carry on with that commitment, and while doing so, maintain the values, lessons, and experiences we had while at Good Samaritan. That will ensure that a part of Good Samaritan touches the patients we continue to care for in the future.

Thank you all for the time we have spent together, and the lives we have touched. We now move on to other assignments and life journeys, and though we all will never be together again as it was at the Philadelphia site, together we will always be Good Samaritan.



Premier Health Kicking Off Comprehensive Patient Blood Management Program

Premier Health's patient blood management program continues to build momentum. All medical staff executive committees have approved transfusion guidelines, and a newly formed steering committee will formally launch at 5 p.m. on Wednesday, Aug. 8, at the Premier Health Center (Room 2, second floor). Each individual site within Premier Health will have its own kickoff as part of the five-year campaign; the schedule for those kickoffs will be announced at a later date. As part of this effort, key performance indicators and goals will be determined for each site.

Premier Health is tackling the issue of patient blood management because, while blood transfusions save lives, such

procedures are not without risk. What's more, national studies suggest that as many as half of all transfusions might be unnecessary or avoidable.

To address those risks and further enhance the value of its health care, Premier Health has launched a comprehensive patient blood management program across its hospitals as part of a national patient safety initiative. As it puts the five-year program in place, the health system is collaborating with Accumen, a national company with a strong track record of success in patient blood management.

The multidisciplinary program seeks to improve both transfusion utilization and

transfusion safety; optimize diagnosis and management of anemia; and minimize bleeding and blood loss. Programs like the comprehensive approach Premier Health is taking have reduced the incidence of blood product transfusion by 30 percent to 40 percent.

"This evidence-based program will build upon the success of our clinical quality initiatives, and our hospitals also should see a reduction in blood usage and the cost of care," said Jennifer Hauler, DO, chief medical officer at Premier Health.

UVMC Adds Angioplasty, Stent Capabilities

More heart care options are now available at Upper Valley Medical Center. Beginning July 30, angioplasty and routine stent placement are available in UVMC's cardiac catheterization lab with expanded capabilities and availability of additional experienced cardiologists. The cath lab will be open 24/7 for emergency procedures, with scheduled procedures for patients with non-emergency coronary artery blockages.

"We're pleased to expand heart care services in Miami County, backed by the extensive expertise of Miami Valley Hospital and Premier Health," said Thomas Parker, UVMC president. "With our new capabilities, more patients can get the heart care they need close to home."

Interventional cardiologist Gary Fishbein, MD, is interim director of the cath lab. Additional interventional cardiologists will provide coverage around the clock. Diagnostic catheterizations will still be available, as well as insertion of pacemakers and defibrillators. Patients with heart

diseases that require advanced stenting procedures, CABG, valve repair, or other complex procedures will be stabilized by the UVMC team and transported to Miami Valley Hospital for care.

UVMC is hosting a ribbon cutting and open house for Miami County leaders, emergency medical service agency representatives, and UVMC employees, physicians, and volunteers on July 30.



SAVE THE DATE

Breast Cancer, Melanoma CME Events this Fall

Premier Health is hosting three cancer continuing medical education events throughout Southwest Ohio this fall. Two evening events in September – one at Atrium Medical Center, the other at Upper Valley Medical Center – will focus on revolutions in treatment interventions of breast cancer. In October, a half-day event held at the Dayton Masonic Center in downtown Dayton will focus on innovations in immunotherapy regarding treatment of melanoma and feature a guest speaker from MD Anderson Cancer Center.

The target audience for these events is primary care physicians; physician specialists, including surgeons, oncologists, and radiologists; medical residents, fellows and medical students; registered nurses, and advanced practice providers.

Additional details and registration information will be announced soon.



SAVE THE DATE

Revolutions in Treatment Interventions of Breast Cancer

WHEN: Thursday, September 13, from 6 to 7 p.m.

WHERE: Atrium Medical Center

WHAT: Learn about diagnostic imaging, managing the patient, interventions, treatment philosophies, and new surgical techniques when it comes to breast cancer.

Revolutions in Treatment Interventions of Breast Cancer

WHEN: Wednesday, September 18, from 6 to 7 p.m.

WHERE: Upper Valley Medical Center

WHAT: Learn about diagnostic imaging, managing the patient, interventions, treatment philosophies, and new surgical techniques when it comes to breast cancer.

Innovations in Immunotherapy – Melanoma

WHEN: Saturday, October 27, from 8 a.m. to 1 p.m.

WHERE: Dayton Masonic Center

WHAT: Learn about the recent treatment guidelines and recommendations for the care of patients with melanoma.

The Breast and Cervical Cancer Project Is Looking for Providers and Patients

The Southwest Region Breast and Cervical Cancer Project (BCCP) has a mission to identify breast and cervical cancers at the earliest possible stages for underserved women in our area. BCCP is always looking for women to help, as well as providers to join the program. Any provider can make a referral to BCCP, but the program is looking to develop a pool of BCCP-certified providers.

“BCCP is like a well-kept secret, but we need to get the word out. We need to increase awareness of our program to women who are low income and uninsured. We can connect them with referrals to needed health resources in their communities,” said Shari Martin, BCCP program manager.

The program functions with providers identifying eligible women and making referrals to BCCP, which will get patients enrolled, and help schedule all needed appointments. It is funded by an Ohio

Department of Health (ODH) grant and serves a 16-county area in Ohio: Adams, Brown, Butler, Champaign, Clark, Clermont, Clinton, Darke, Greene, Hamilton, Highland, Miami, Montgomery, Preble, Shelby, and Warren counties.

BCCP needs family physicians and OB/GYN providers to help with well-women visits, Pap smears, and follow-up diagnostics, especially in rural communities. BCCP is always looking for ways to collaborate with providers, and to provide resources to increase practice screening rates.

Becoming a BCCP provider is easy. If you would like to become a BCCP provider to help us serve women in our region, please contact Shari Martin, BCCP Program Manager.

Patients Eligible for BCCP Services

Uninsured women, ages 21 and up, with income at or below 250 percent of federal poverty guidelines can take part in the

program. The program serves:

- Women 21 to 64 years of age for cervical screening and clinical breast exams
- Women 40 years of age and older for mammography
- Women 25 to 39 years of age for breast screening and diagnostics (for symptomatic or high-risk, with physician orders listing reason)
- Any woman age 21 and up for patient navigation services for breast or cervical screenings

For additional information, please contact Shari Martin at smmartin@premierhealth.com or at **(937) 208-7951**. Shari can educate all providers and their staff about BCCP services.

Interested patients can call the Breast and Cervical Cancer Project at **(866) 838-8973**.

New Hours for Medical Imaging at Atrium Health Center Mason

At Atrium Medical Center Imaging Mason, our board-certified radiologists and registered technologists are committed to providing quality, patient-focused care with compassion and integrity. Our location offers easy access and convenient hours.

Hours of Operation: 8 a.m. to 10 p.m. Monday to Friday; 10 a.m. to 10 p.m. Saturday and Sunday (CT, MRI, & US, Mon-Fri – 8 a.m. to 4:30 p.m.). To schedule an exam or appointment, call Central Scheduling at **(937) 499-7364**, toll free **(855) 887-7364**, or send fax to **(937) 641-2336**. For STAT appointments and same-day scheduling, call **(513) 770-2727**.

Our services:

- X-ray and lab services,
- walk-in ultrasound
- CT
- MRI, 1.5T, wide bore
- Ultrasound
- 2D & 3D* Mammography
- DEXA

STAT appointments and reads are available for X-ray, CT, MRI and ultrasound.

Our wide bore MRI scanner is more spacious, which can help alleviate feelings of claustrophobia. It is appropriate for patients who get anxious or claustrophobic (including pediatric patients), or are in pain or have mobility problems. Advanced technology helps reduce the effect of motion, which makes it ideal for scanning patients who have difficulty remaining still throughout the exam.

Our wide bore MRI scanner also is more comfortable for larger patients, as the table typically accommodates most patients up to 650 pounds.

Additionally, the 1.5T field strength is more powerful than the 0.3T open MRI scanner for clearer, more detailed images, and the scanner is up to twice as fast as some other, lower-field strength open scanners still operating in the marketplace.

**3D Mammography, 3D and Genius are trademarks and/or service marks of Hologic, Inc.*

Atrium Health Center Mason

7450 Mason-Montgomery Road
(513) 770-2727
(513) 770-2728 (fax)

Family Physician Loves Lake Life, University of Kentucky Basketball, and Salty Food



Dori R. Thompson, MD, sees patients at Springboro Family Medicine.

What is your clinical specialty?
Family Practice

Where did you go to school?
University of

Kentucky – BS in biology, MD
St. Elizabeth's Family Practice – residency

What brought you to Premier Health?

I worked at Samaritan Homeless Clinic in downtown Dayton straight out of residency and was there for nine years. I returned to Premier Health in 2012 to join Springboro Family Medicine, which was a good fit for me – I live in the community, and love the staff. I was recruited by Donna Banks and Ken Prunier.

Why did you choose medicine as a career?

I was attracted to the impact you can have on peoples' lives and liked the importance and complexity of medicine.

Who are the people who influenced and/or mentored you?

Dr. Anthony Foley and Bari Stasko, RN, had a huge influence on me in residency and early in my career. Both are great examples of knowledge and professionalism, and have great people skills.

What is one thing most people don't know about you?

I salt everything. I keep a salt shaker at my desk and extra salt packets in my purse. My blood pressure is fine.

Where is your hometown?

I was born in Bloomfield Hills, Michigan, and raised in Ashland, Kentucky.

What, if any, sports team(s) do you cheer for?

University of Kentucky Wildcats!! We bleed blue at our house. March Madness is one of my favorite times of the year.

What is the last book you read?

"Killing Lincoln: The Shocking Assassination That Changed America Forever" by Bill O'Reilly

What is your favorite song in your playlist?

Anything by Billy Joel

What is your favorite food?

Prime rib from J. Alexander's

What is your favorite hobby?

Watching UK basketball!!

Where is your favorite vacation spot, and why?

My favorite vacation spot is in Lewiston, Michigan. I am originally from Michigan, and my family owns a cottage on East Twin Lake in Lewiston. I have been going there since I was a little girl, and now I bring my children there. It is family fun and relaxation at its best!

Describe something for which you are especially thankful:

I am thankful for so many things. I thank God that He blessed me with health and intelligence. I am thankful for my two beautiful healthy children (even though they are teenagers and driving me crazy

right now). I am thankful for my job – I love my coworkers and my practice. I am thankful for my amazing husband. We got married in October 2016, and he fills my life with love and laughter.

Pick a side

iPhone or Android?

iPhone

Early bird or night owl?

Night owl

Beach bum or mountain hiker?

Beach bum

Dress shoes or tennis shoes?

Cute sandals in summer; stylish boots in winter

Paperback or e-reader?

Paperback

Coffee or tea?

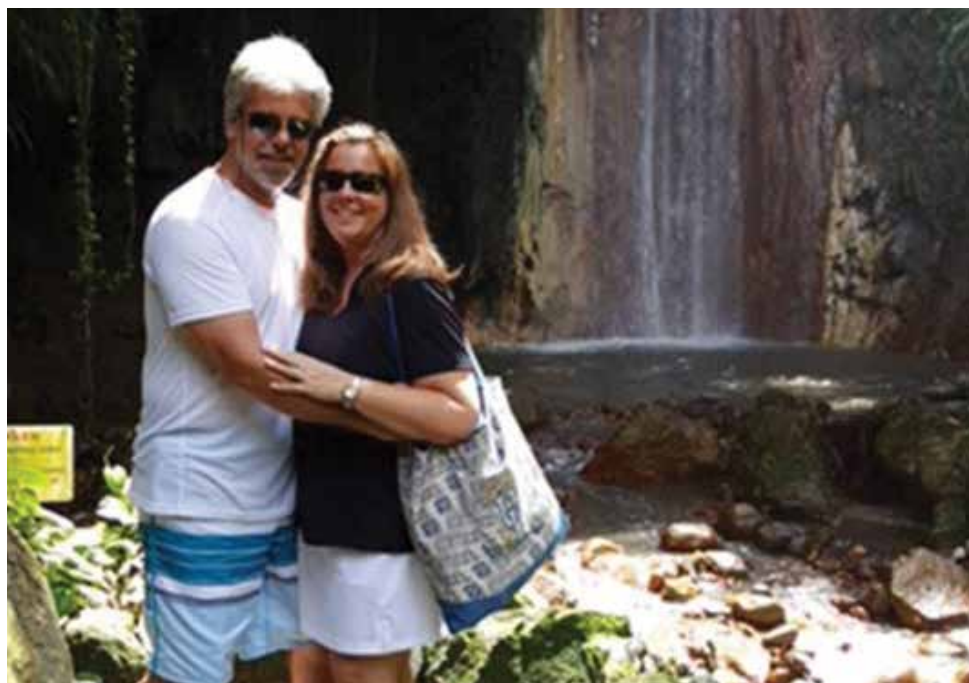
Water, coke or Bud Light

Cooking or baking?

Neither – I do not excel in the kitchen

Sweet or salty?

Salty!!



Remembering Good Samaritan Hospital

Although Good Samaritan Hospital no longer has an operational location at Salem Avenue and Philadelphia Drive, its 86-year legacy of medical innovation and quality care in northwest Dayton lives on through the ongoing work of its employees – the vast majority of whom have moved into similar roles at other Premier Health facilities.

Good Samaritan was the first Ohio hospital designed to provide affordable health care to the middle class, said Sister Carol Bauer, who served as Good Sam's vice president for mission effectiveness.

Ninety years ago, a fund drive raised more than \$1 million for the project, and the hospital's first chief of staff donated the original four acres of the campus. The hospital opened May 12, 1932, under the Catholic Sisters of Charity, which ran Good Samaritan Hospital for decades.

Dan Schoulties, MD, arrived at Good Sam in 1978 and spent his entire career there, retiring as chief medical officer in 2016. For Dr. Schoulties, Good Sam's story is symbolized by the statue of the biblical good Samaritan in front of the hospital.

"That is a story of love, hope and healing," he said. "That's what Good Samaritan was all about, and forever will be about in my memory."

Over the years, the hospital grew as needs changed and technology evolved. When the Madonna Pavilion was built in 1954 during the post-World War II baby boom, it was the second-largest maternity unit in Ohio.

Sister Carol said Good Samaritan Hospital's many "firsts" included Dayton's first cardiac catheterization (1958), open-heart surgery (1958), cardiac care unit (1966), balloon angioplasty (1981), mitral valve repair (1987), and carotid artery stenting (2006).

Laboratory staff member Patricia Kraft grew misty-eyed as she reflected on her 50 years with the hospital. She started there as a college student in 1968, and is retiring with the closure. A "Good Sam baby" herself, Kraft's two children also were born there, and her dad died there. "There's a lot of history here, a lot of joy and sorrow," she said.

Good Samaritan Hospital closed July 23, and while the decision was difficult, it also was necessary due duplication of services

at nearby Miami Valley Hospital and a trend toward shorter hospital stays and increasing outpatient care.

"It was a hard decision emotionally, because Good Samaritan is so symbolic and has done so many wonderful things," said Premier Health President and CEO Mary Boosalis.

Premier Health made job offers to approximately 1,400 Good Samaritan employees who expressed interest in continuing employment within the health system; with the remainder choosing to retire or take jobs elsewhere. Premier Health also has committed up to \$10 million to redeveloping the site at Salem Avenue and Philadelphia Drive, and is leading efforts to find a suitable use for the 13-acre campus.

Good Samaritan Hospital's last president, Eloise Broner, expressed understanding that the closure is painful for people both inside and outside the hospital. "Over the next couple of weeks, there are going to be a lot of tears," she said prior to the closure. "But sometimes you need to feel the loss to move ahead to whatever the future may hold. I like to think the future is bright for the corner of Salem and Philadelphia."



After-Hours Alternatives: Premier Health Offers Emergency, Urgent, and Virtual Care

The needs of your patients can change from day to day, even hour to hour, so Premier Health offers several access points for patients to obtain care when and where they need it most – whether it's a holiday, weekend, or after-hours.

Virtual Care

Premier Health recently launched Premier Virtual Care, the area's first virtual clinic that enables patients in the State of Ohio to conduct visits with providers via video chat or phone consultation 24 hours a day, seven days a week. Premier Virtual Care connects patients with board-certified providers by phone or through video chat on a smartphone, tablet, or computer to manage minor health issues that do not require a hands-on exam or test. Premier Virtual Care provides virtual urgent care services for patients of all ages.

A virtual visit typically lasts about 20 minutes, and once the visit is finished, visit notes and referrals are provided for the patient to be seen by a local Premier Health physician. If needed, prescriptions are electronically routed to the patient's preferred pharmacy.

We offer flat-rate pricing of \$45, and no appointments are needed.

Patients can connect to the service at PremierVirtualCare.com or call **1-844-658-8317** to get started.

Urgent Care

Premier Health in late 2017 launched a market-wide urgent care network as part of an overall strategy to bring new access points to Southwest Ohio. An urgent care location that opened in Mason this month is the seventh location to open across the region. Additional urgent care centers are located in Englewood, Huber Heights, Miamisburg, Springboro, Troy, and Vandalia.

The sites will serve patients who need care when their primary care physician is not available, and a trip to the emergency department is not necessarily needed. Conditions treated in urgent care settings include colds, the flu or sinus infections, as well as sprains, strains, minor burns and rashes.

All Premier Health Urgent Care locations are open daily from 10 a.m. to 10 p.m. and staffed by local, certified advanced practice providers. Each location is fully equipped with lab and X-ray services, and also offers vaccinations and school/sport physicals.

More information is available, and appointments can be reserved ahead of time, online at PremierUrgentCareOH.com. Walk-in appointments are also welcome.

Urgent care sites are the latest way in which Premier Health is leading the local industry in providing patients with convenient access to care.

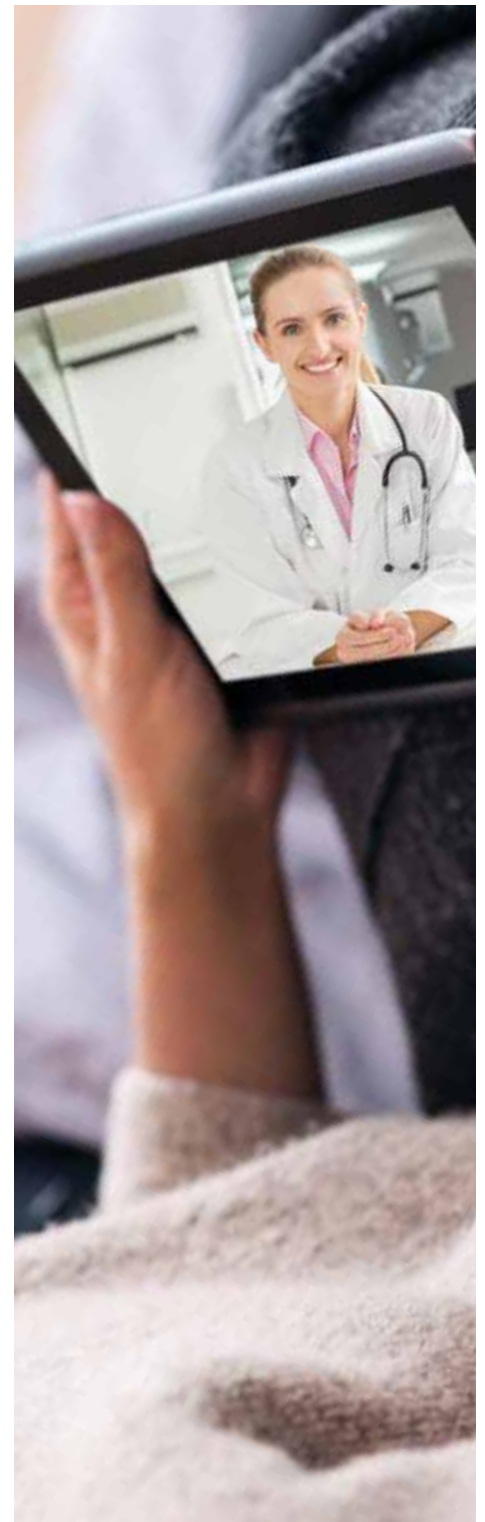
Emergency Care

For more serious illnesses and injuries that can't wait, Premier Health also has emergency centers located throughout the region. Premier Health offers the region's only Level I Trauma Center, Joint Commission Certified Comprehensive Stroke Center, and the area's only Burn Center – all at Miami Valley Hospital. Our full-service emergency care and board-certified specialists are available 24 hours a day, seven days a week, supported by CareFlight Air and Mobile Services' four helicopters and six mobile intensive care units (MICUs).

Visit premierhealth.com/emergency to find an emergency location near you.

Primary Care Providers

Premier Health primary care providers specialize in the comprehensive care that can help keep patients and their families healthy. If you or a patient needs a primary care provider or specialist, you can visit premierhealth.com to search Premier Health's more than 3,000 physicians and advanced practice providers at 125 locations across Southwest Ohio.



Open Houses, Leadership Transitions, and National Media Attention



Atrium Medical Center

Join us for a free community picnic on Aug. 4 to learn about the latest hospital services and technology available through Atrium Medical Center. The picnic will take place from 11 a.m. to 2 p.m. Saturday, Aug. 4, at the hospital's Professional Building, 200 Medical Center Drive, in Middletown. The family-friendly event is being held in conjunction with the annual Highway to Help charity motorcycle ride. Activities for the community picnic will include a free grill-out lunch, cold treats, and snacks; the Highway to Help charity motorcycle ride departure and safety fair featuring CareFlight Air and Mobile Service's mobile and air transportation vehicles; health screenings and health information; hospital tours; giveaways; and more. Atrium's community partners, including MidPointe Library, Miami Regionals, Middletown Visitors Bureau, Families First, and Atrium Family YMCA will also have information and activities about their services.

To register for the three-hour Highway to Help charity motorcycle ride, contact Atrium Medical Center Foundation at (513) 974-5144 or email foundation@atriummedcenter.org. Registration is \$25. Riders can also register the day of the event beginning at 10 a.m. at Atrium. Motorcycles will depart the hospital campus at noon. Proceeds from Highway to Help, which is

organized by hospital employees, benefit Adopt-A-Family during the holidays. Last year, money raised at Highway to Help aided more than 60 local families and children.

Atrium Medical Center staff have accepted new leadership positions affecting the Emergency Trauma Center and nursing program. Mandi Alcorn has accepted the position of director of emergency services at Atrium beginning Aug. 5, replacing Tina Gregory. Tina has been promoted to associate chief nursing officer of Atrium. Mandi started her nursing career at Atrium's emergency center in 2009. She was instrumental in the design and opening of the Mason Emergency Center, which she managed. During her time as manager at Mason, Mandi led the pursuit of opening the Senior Emergency Center at Atrium's

main campus. In 2017, Mandi became manager of emergency services at Miami Valley Hospital South. Tina began her career in the Emergency Center as a paramedic at Middletown Regional Hospital in 2003. She most recently served as director of emergency services, which included Atrium's Middletown and Mason emergency centers. The Mason Emergency Center closed on July 7.

Miami Valley Hospital

On Thursday, July 19, Miami Valley Hospital North, formerly Good Samaritan North Health Center, hosted an open house for physicians that featured food, fun, and tours of the site's new 82,000-square-foot addition. The facility now features 46 private rooms for short-stay inpatient and observation care (including four high-acuity beds) and offers advanced, integrated services ranging from non-operative medical treatment to inpatient surgical intervention. In early fall 2018, the site will also have a dedicated facility for joint and spine care and is slated to open a cardiac catheterization lab.

Miami Valley Hospital North also hosted an open house for employees on Friday, July 20, and a ribbon cutting ceremony on Saturday, July 21. The ribbon cutting ceremony was followed by an open house for the public that featured food, prizes, and tours of the new space.





The syndicated program “The Doctors” reached out to Miami Valley Hospital to highlight its Infant Cuddler Program. Having heard about the program from its launch, the producers requested to feature it on an upcoming segment focused on the opioid epidemic. Selected to be interviewed via Skype were Ellen Jordan, RN, from the NICU, and cuddler volunteer Floyd Chriswell. Stay tuned for the episode air date, as it has not yet been announced.

The Miami Valley Hospital Pharmacy Residency Program has been accredited for six years by the American Society of Health-System Pharmacists (ASHP). Accreditation shows commitment to providing the highest level of pharmacy care to patients. The six-year accreditation status – the highest level achievable by ASHP – indicates that the hospital met the rigorous standards of a nationally recognized third party.

The National Association of Epilepsy Centers (NAEC) re-accredited the Wright State/ Premier Health Comprehensive Epilepsy Center as a Level 3 epilepsy center for 2018 and 2019. Level 3 epilepsy centers have the professional expertise and facilities to provide advanced medical evaluation and treatment for patients with complex epilepsy.

Through the American Heart Association/ American Stroke Association’s Get With The Guidelines® program, Miami Valley Hospital earned the Stroke Gold Plus Quality Achievement Award. To earn this award, hospitals must achieve 85 percent or higher adherence to all Get With The Guidelines-Stroke achievement indicators for two or more consecutive 12-month periods, and achieve 75 percent or higher compliance with five of eight quality measures.

A reception was held in honor of two Miami Valley Hospital executives, Jolyn Angus, chief nursing officer, and Robert Morrison, MD, assistant chief medical officer, both of whom are leaving at the end of July. Hospital staff, volunteers and board members came out to thank them for their service to Miami Valley Hospital and to wish them both well.

Upper Valley Medical Center

Upper Valley Medical Center participated in the June 5 unveiling of the Arbogast Performing Arts Center, a 1,200-seat auditorium to be built on the Troy Christian School campus in Troy. The unveiling launched a \$5 million fundraising campaign, originating with a \$2 million gift from Dave and Linda Arbogast, long-time community residents and school supporters, and a \$1 million gift from UVMC via the UVMC Board of Directors’ community benefit fund. The facility’s auditorium will be named for Premier Health/Upper Valley Medical Center in perpetuity in honor of the hospital’s contribution and community investment. Plans are to complete the campaign by December, with a groundbreaking slated for the spring/summer of 2019. The campaign will be funded by private gifts and grants, with pledges completed over a three-year period. More information is available at arbogastpac.com.

UVMC’s SpringMeade Health Center hosted a ribbon-cutting and open house events for completion of an expansion that added

15 beds and enhanced treatment space for short-term rehab patients. The addition includes approximately 12,000 square feet of new construction on the north side of the facility to house private patient suites, a therapy gym, and common space with a private entrance on the facility’s north end.

UVMC in June celebrated achieving top score success for our ED2a goal for the month of May. ED2a is one of the CMS core measures that involves moving patients from the emergency department to inpatient units in a timely manner while following all safety/patient experience protocols. The established UVMC goal is 92 minutes from the time of decision to admit to ED departure, and we achieved 89 minutes for the month of May, earning a “green” top score rating – a first at UVMC and within our system.

Dr. Scott Kanagy, chief medical officer of Premier Health’s northern region, and Dr. Larry Holland on June 19 presented a program to the Piqua Rotary Club about robotic surgery and other advancements in services and technologies at UVMC. The group of 24 attendees asked many questions and expressed appreciation for the update, as well as an interest in other programs highlighting UVMC technology and services.

Retirement recognition receptions took place for Terry Fry, UVMC vice president and chief nursing officer, and Kathie Scarbrough, president and executive director of the UVMC Foundation, on June 22 and 28, respectively. Many UVMC employees, physicians, board members, volunteers and retirees turned out to express appreciation to Terry and Kathie for their decades of dedicated service to the hospital and foundation.

CSI? CDS? UM? PA? ICM?...

The Alphabet Soup of Premier Health Utilization Management:

Who are the players and what can they do for the patient, the doctor, the hospital, and the system?

Caring for patients will always be the primary role of physicians, but delivery of health care is more complex now than ever. Getting the right care at the right time to the patient requires a plethora of specialized caregivers that not long ago were unheard of and unnecessary. As usual, you can't tell the players without a scorecard, so here is a walk through the raft of people who are there to help you take care of your patients' needs in the hospital and beyond:

The Chief Medical Officer (CMO)

A CMO is a physician who is also a hospital executive and part of the leadership team. The CMO is responsible for the quality of care in the hospital and has domain over the Medical Staff Office, the Quality Department, and the Regulatory Department. This position is charged with ensuring patients get timely, evidenced-based care from the finest physicians available, and as such is involved in credentialing and privileging. The CMO works with the chief of staff and department chairs to maintain focused and ongoing professional practice evaluations, and is a member of the Medical Staff Quality and Executive committees. They are on-point when CMS, ODH, and Joint Commission surveyors come to the hospital. They also help define business strategy and direction for the hospital operations team, and work closely with the CEO and COO to implement that strategy.

The Associate Chief Medical Officer (ACMO)

The ACMO at Miami Valley Hospital is the "boots on the ground" physician executive out there every day in huddles and on the nursing units. The ACMO is responsible for length of stay, re-admissions, patient experience, and transitions of care. They are the face of the Executive Team to the staff, the patients, the families, and the medical staff. They are also the liaison between case managers, social workers, nurse managers, nurse directors, and providers. The ACMO is a facilitator, a problem-solver, and is a full member of the hospital leadership team.



They constantly keep up with medical literature and attend clinical conferences to ensure best practice by the hospital and the system.

The Physician Advisor (PA)

The PA is concerned about every aspect of utilization of scarce resources. In the hospital setting, this includes utilization of space, time, people, clinical services, and supplies. The PA has an understanding of patient care work-flows, status assignment, utilization management, reimbursement, insurance issues, CMS regulations, denials management, standards of practice, length of stay, clinical documentation, coding, regulatory expertise, compliance, education, and informatics. Their global view makes them a valuable partner to physicians.

Case Managers (CMs) and the Director of Integrative Care Management (ICM)

Case managers are nurses who advocate for patients from admission to discharge, and sometimes after discharge. They work in the Integrated Care Management (ICM) Department and coordinate care; understand hospital processes; adhere to strict ethical and legal standards of care;

manage length of stay; understand status (inpatient vs. outpatient); and work closely with all members of the team. The director has a matrix relationship with the CMO, the ACMO, and the PA that is critical to progressing patients through the health care system. Thirty years ago, nobody had heard of case management. Now, the hospital could not function without it.

Social Workers (SW)

Social workers are part of the ICM department and do way more than get your patient a bed in an ECF. They counsel patients and families, provide psychosocial support, and connect patients to community resources that will be needed after discharge. The Quebec Society of Social Workers states it best in their mission statement: "To restore balance in an individual's personal, family, and social life in order to help that person maintain and recover his/her health and strengthen his/her ability to adapt and re-integrate into society." What a high calling!

Clinical Documentation Specialists (CDS)

CDSs are nurses who read, assess, and review the patient's medical record. They

ensure the documentation reflects the patient's severity of illness, intensity of service, and risk of death or an adverse event. They identify every condition that can be captured to paint the patient's clinical picture correctly. They affect length of stay, reimbursement, cost of care, Case Mix Index, and DRG for the hospital stay. They translate clinical language into coding language, with huge benefits to our patients, the hospital, and the system.

The Center for Status Integrity (CSI)

CSI nurses read your notes and assist you by advising regarding the correct status, i.e. outpatient/observation or inpatient. They help determine the medical necessity of care in a hospital setting based on the severity of the patient's illness, the intensity of service in the hospital, and the risk of death or an adverse event. They use evidence-based guidelines from industry-standard tools to help guide physicians to the correct level of care. They also write extensive reports to the commercial payers supporting the admission of patients, and participate in real-time and after-the-fact appeals of denial of coverage by the payers. Additionally, they work with the PA to rapidly escalate cases for secondary review, and they are an invaluable resource to the system for status determination, level of care, utilization management, and insuring fair reimbursement for hospitals and providers. This department's functions are mandated by CMS, so CSI staff are experts in meeting the CMS regulations regarding status and utilization review.

The Utilization Management (UM) Committee

The UM Committee is required by Medicare under the Conditions of Participation in the Inpatient and Outpatient Prospective Payment Systems. This committee is chaired by the CMO, has oversight of all the players listed above, and is responsible for every aspect of care in the hospital: status management, length of stay, re-admissions, insurance issues, CMS and other regulations, and resource utilization. It is a physician-

led group that reports to the Medical Staff Executive Committee. If you are looking for a committee to serve on that can affect every aspect of care for your patients, this is the one. It can function as a peer-review body that is only surveyed by CMS. The goal of this committee is to eliminate waste; optimize utilization; provide a protected venue to look at aberrant practice patterns; and improve the health of the hospital, which will improve our patients' and community's health.

There you have it – a dedicated team of professionals whose unified goal is providing excellent and efficient care for our patients and eliminating wasteful practices. Doing so ensures the continued health of our hospitals and the health system, so we will have state-of-the-art gleaming facilities that provide the highest quality care now, and in the years to come.

The next time someone in any of these positions calls you, sees you in a huddle, or talks to you on the floor, remember that their interests are the same as yours – they always keep patients at the center of their work. Thank them; manage them up to your patients and families; talk to them; take their advice in the spirit it is given; seek their help; be kind to them; be cognizant of their (often) difficult situations; and admire their ability to guide our patients through the quagmire that our health care delivery system has become.

Take care, and thank you for everything you do for your patients.

Robert Morrison, MD



Dr. Morrison is retiring. He served as associate chief medical officer at Miami Valley Hospital and physician advisor for Premier Health.

Provider Praise

Premier Health patients submit thousands of comments each year acknowledging physicians across our health system for providing excellent care. Here is a random sampling of appreciation received in recent months:

Atrium Medical Center

Dr. Dulan is an outstanding doctor. He has treated our whole family since our children were born. We would never want to see anyone else for our health care needs. He always listens to us and tries to explain everything, and has never made us feel rushed or that our questions were crazy. I would recommend him to anyone. Great staff, and his nurses are wonderful!!!

Dr. Stone and his staff are the best. Even after I moved, I continue to drive to Middletown just to see him.

Good Samaritan Hospital

(closed July 23, 2018)

My husband and I have been seeing **Dr. Chunduri** for a very long time. He is an excellent and caring doctor.

I was hospitalized with a severe bacterial infection when **Dr. Sabbagh** was called to treat my illness. I visited her office [often] for check-up. Dr. Sabbaen is very professional, helpful, and friendly. I like her very much.

Miami Valley Hospital

Dr. Smith and Surecare Medical Center are outstanding providers and are always there for me.

Been seeing **Dr. Ljungren** over 25 years, and he is the most caring, concerned doctor I have known. I will definitely see this man as long as I need a doctor. He is the very best!!!

Upper Valley Medical Center

I have complete faith in **Dr. Tully** and her staff.

We are very blessed to have a doctor such as **Dr. Abboud** in our health system.

Miami Valley Hospital South Named Emergency Center of Excellence



For the second time in two years, superior emergency care has earned Miami Valley Hospital South (MVHS) the recognition of an Emergency Center of Excellence™ by Emergency Excellence, an organization specializing in emergency department benchmarking. The Hospital also earned this recognition in 2016. Emergency Excellence developed the award in response to the 2006 Institute of Medicine's call for emergency department improvement and to motivate emergency care providers to achieve a higher standard of quality. Emergency Excellence collects benchmark data and surveys physicians, nurses, hospital staff, medical staff, and administrators. The Emergency Center of Excellence™ award is verified after an on-site assessment. MVHS qualified for the designation by

having superior results for more than 100 key performance indicators linked to seven pillars of excellence (safety, satisfaction, space, staff, support, systems, and solvency).

MVHS sees more than 33,000 patients a year in its full-service emergency department, offering care for minor to severe injuries, including heart attack, stroke, and trauma. It is staffed by board-certified emergency medicine physicians from Miami Valley Hospital, Dayton's only Level I Trauma Center, and has a heliport for CareFlight Air and Mobile Services, as well as an on-site mobile intensive care unit.

The emergency department has advanced cardiac monitoring capability, computed tomography (CT), and magnetic resonance imaging (MRI) on the premises. It



also houses advanced equipment and technology, such as the Premier Health Telestroke Network, offering faster treatment for patients experiencing a stroke. Due to its streamlined processes and physician-nurse relationships, patients receive excellent care and move through the emergency department quickly with minimal wait times.

Our New Physicians

New physicians routinely join the medical staff at each of Premier Health's hospitals. Are you interested in knowing who joined the medical staff at each facility?

You can find lists of new physicians here:

Atrium Medical Center go to atriummedcenter.org/ournewphysicians

Miami Valley Hospital go to miamivalleyhospital/ournewphysicians

Upper Valley Medical Center go to uvmc.com/ournewphysicians

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