

Premier Pulse

News for Premier Health Physicians

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Length of Stay is Here to Stay – Why It Matters and How We Can Help

By Matthew Reeves, DO, chief of integrated care, Premier Health



My name is Dr. Matthew Reeves, and I was the former chief medical officer (CMO) at Atrium Medical Center. I now serve as Premier Health's chief of integrated care. Opinions

likely vary as to what “integrated care” means, and you might be wondering, “What is the significance to my patients and me?” This new division will be coordinating the efforts of case management, social work,

clinical documentation improvement, the statusing team, our hospitalist group, and our newly formed physician advisor group. By bringing this team together, we believe we will be better able to coordinate our efforts and assist you in providing high quality and high value care for your patients and the communities we serve as a whole.

Certainly, the acute care continuum will be a primary focus of our work. We will also be ramping up efforts with our new Care Transitions Program. This approach will allow us to work with our internal partners and better collaborate with our post-acute care partners (e.g. Fidelity Health

Care, independent and Premier Physician Network physician groups, extended care facilities, as well as others) to ensure your patients' needs are fully met through the entire continuum of care.

With that introduction, let's focus on Length of Stay (LOS). Please don't stop reading, as this has tremendous importance for physicians. While we made tremendous progress in 2018 (thank you!), length of stay has more recently been trending up at several of our facilities. Since the 1980s with the inception of the CMS Prospective

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Foundations Receive Grant to Improve Quality of Life for Cancer Patients

The Gala of Hope Foundation has awarded a \$353,200 grant to the Premier Health foundations in support of integrative therapies for cancer patients at the health system's cancer centers. In addition, the grant will help fund a replacement of the Premier Health Mobile Mammography Coach that served more than 3,000 women in 2018.

"Our gratitude goes out to the Gala of Hope Foundation, its board of directors, and their donors for their generosity and leadership in supporting our comprehensive spectrum of cancer care," said Mary Boosalis, president and CEO of Premier Health. "Oncology exercise therapy and massage have been proven to elevate the quality of life for cancer patients, reduce anxiety and depression, boost energy and strength, and, overall, heighten the opportunity for survivorship. And replacement of the Mobile Mammography Coach will help us

continue to drive awareness of the importance of early detection and the need for an annual mammogram."

Premier Health's cancer centers are located at Atrium Medical Center, Miami Valley Hospital North, Miami Valley Hospital South, and Upper Valley Medical Center. At each location, certified instructors tailor classes to meet the patient's individual needs and abilities. Muscular strength and endurance, cardiorespiratory fitness, flexibility, and body composition are assessed.

The grant will be paid over two years, in 2019 and 2020. It allows for expanded services at Atrium Medical Center, Miami Valley Hospital North, and Upper Valley Medical Center, and increased services for patients at Miami Valley Hospital South.

Premier Health Oncology Institute News

By Lori Scalise, vice president of service integration – women’s and cancer services



As we continue our commitment to place patients at the center of everything we do, we want to share with the provider community some updates on the progress of key initiatives:

- Our radiation oncology services are enhancing radiation oncology treatment by installing new tumor-fighting Trubeam linear accelerator technology at our various radiation oncology locations. This new radiotherapy and radiosurgery treatment system is capable of fast and precise image guided therapy that can reduce side effects and treatment time for patients. The new technology starts at Atrium Medical Center this month, and at Upper Valley Medical Center this coming fall.
- The Gala of Hope Foundation has awarded a \$353,200 grant to Premier Health’s foundation in support of expanding integrative therapies and services for cancer patients at Atrium Medical Center, Miami Valley Hospital South, Miami Valley Hospital North, and

Upper Valley Medical Center. Each of these locations will have oncology exercise and massage therapies tailored specifically for cancer patients to enhance their healing and quality of life. Funds will also be used to help replace Premier Health’s mobile mammography coach that serves more than 3,000 women in the region.

- As we grow our specialty services within the cancer service line, Premier Health will be adding three new oncology nurse navigators to our team of nine across the system to enhance communication, coordination, and a multidisciplinary approach to patient care. The purpose of communicating this to our providers is:
 - To ensure you are aware of these resources intended to help patients navigate the complex health care landscape as they battle cancer
 - To request that you recommend your patients meet with the appropriate oncology nurse navigator based on their disease type

We will be updating providers with more information as we add new navigators. You can learn more about our navigators online: <https://www.premierhealth.com/Cancer-Care/Support/Meet-Our-Oncology-Nurse-Navigators/>.

- A digital referral guide for cancer services is being developed to assist referring providers with easy access to our cancer specialists. The guide will include sites of services, screening guidelines, and a physician list with profiles. It will launch in fourth quarter 2019.
- A list of open and active clinical trials will soon be posted to the physician portal by tumor site.
- MD Anderson concordance studies and results for Premier Health continue to show quality improvement year over year, and Premier Health’s MD Anderson-certified physicians continue to utilize peer-to-peer consults for their complex cancer patients. If you have a patient to recommend for a consult or second opinion, please call the Premier Health cancer hotline at **844-316-HOPE (4673)**, Monday through Friday, 8 a.m. to 5 p.m., to connect with a Premier Health cancer specialist. More information about Premier Health cancer care services can be found online: <https://www.premierhealth.com/Cancer-Care/>.

Innovations in Care: Lung Cancer

Recent treatment guidelines and recommendations for the care of patients with lung cancer

SAVE THE DATE!

Saturday, Aug. 24, 2019

Premier Health Center

8:30 a.m. to 1 p.m.

Keynote presentation by George Simon, MD, FACP, FCCP, from MD Anderson Cancer Center

Target audience: primary care physicians; physician specialists, including surgeons, oncologists, radiologists, medical residents, fellows, medical students; registered nurses; and advanced practice providers

More information and registration to come



Premier Health, City of Dayton Launch Community Paramedicine Initiative

Premier Health and the City of Dayton Fire Department are poised to launch a community paramedicine program designed to assist City of Dayton residents in improving health and wellness. In addition to educating enrollees in the management of their health needs, the program will provide access to primary care physicians, prenatal care, senior care services, medications, and basic needs such as food and safety around the home. It will be the first collaboration of its kind in Dayton to bring together hospital and fire department staff to identify patients in need of in-home care.

Premier Health will fund the program for three years, thanks in part to the generous support of the Good Samaritan Foundation - Dayton.

As part of the program, a team of three professionals – a paramedic, emergency medical technician, and social worker – will visit patients in their homes and provide health assessments, safety checks, education about managing their health condition, and medical care as needed. Patients in need of in-home assistance tend to have chronic health conditions such as high blood pressure, chronic obstructive pulmonary disease (COPD) or other respiratory issues, congestive heart failure (CHF), and diabetes. The community paramedicine team will help to address those chronic conditions and connect patients to appropriate resources, thereby assisting in improving patients' health and hopefully reducing future hospitalizations and health emergencies.

Randy Marriott, MD, FACEP, medical director of Premier Health's EMS Center of Excellence and EMS medical director for the Dayton Fire Department, will oversee the program. Dr. Marriott has worked

in the emergency department at Miami Valley Hospital since completing his residency in emergency medicine in 1994.

"This well-thought-out collaboration between Premier Health and Dayton Fire should positively affect the health of patients and help to reduce readmissions," he said. "Patients will benefit tremendously from having the support that they need to continue their treatment plan outside of the hospital setting."

The program will accommodate as many as 25 patients at one time. Eligible patients will be identified through Premier Health hospitals, the Dayton Fire Department, physicians, and other health care team members. Patients might only need one visit to ensure their needs are met, or could be enrolled for up to 30 days. The program is available to all qualifying Dayton residents, though data indicate that residents of northwest Dayton stand to benefit the most from the program. To qualify, patients must not be eligible for home health care.

Through the program, the community paramedicine team will work with multiple agencies to establish additional services that a patient might need, such as Meals on Wheels or prescription delivery. Care plans will be tailored to each patient, taking into account their specific home environment, support, and medical needs. A steering committee made up of community agency representatives and leaders from across the city is being formed to assist in identifying resources that a resident might need.

Possible future enhancements to the community paramedicine program could include a telehealth component that would further improve patient access to services and improve patient care.



Strawberry Fest Flash Mob and Other Community Outreach, Recognition



Atrium Medical Center

Atrium Medical Center held its inaugural Honoring Survivors Banquet on May 29 in recognition of nine people who experienced near-death situations and came back stronger than before. The event was also an opportunity to thank the doctors, nurses, and all other skilled experts who cared for these patients. The event was attended by hospital and Premier Health executives, community officials, and hospital staff.

NBA player Luke Kennard held a press conference May 23 at Atrium to announce an expanded second year of the Luke Kennard Overnight Basketball Camp presented by Premier Health. The press conference drew television media from both the Cincinnati and Dayton markets and featured Michael Griesser, MD, and Keith Bricking, MD. Kennard also spoke at the press conference, thanking Premier Health for its continued support of the camp.

The Center for Women's Health and Wellness in Mason and Premier Family Care of Mason were highlighted during the Mason Deerfield Chamber of Commerce's annual luncheon. Yonathan Kebede, Premier Health vice president of urgent care, spoke on behalf of Atrium at the event and shared information about these practices and the Mason urgent care location with more than 250 attendees.

Liberty Family Medicine, which opened in November 2018 in Liberty Twp., was recognized during the annual Everest Awards hosted by the West Chester Liberty Chamber Alliance. The event honors business leaders from the Dayton and Cincinnati areas.

Atrium and its services were promoted during recent community events, including the Middletown Memorial Day parade; Hospice Care of Middletown Mother's Day 5K; RiverCon, a 5-mile bicycle/walk/run in Middletown; Middletown Athletic Boosters Community Day; Women Wisdom Wellness in West Chester Twp.; Warren County Foundation Community Service Awards; Warren County Relay for Life; and Middle Special Olympics.



Continued on next page

Miami Valley Hospital

Staff members of Miami Valley Hospital's neonatal intensive care unit (NICU) welcomed back their former patients Saturday, May 4. Billed this year as "May the 4th be with you," the baby reunion reunited nurses, doctors, and other caregivers with premature babies they once cared for. The event, held every two years, draws parents and babies who recently were released from the NICU, as well as young adults who return to reunite with their caregivers.

The Premier Health EMS team participated in a "Touch-a-Truck" event hosted by the City of Springboro. In addition to the community being exposed to city vehicles and equipment, a Premier Health Mobile Intensive Care Unit was on hand.



Miami Valley Hospital South was the presenting sponsor of the Centerville mayor's Business Appreciation Breakfast. This event is an opportunity for Centerville businesses to come together and hear economic development updates. As part of the sponsorship, MVHS President Joann Ringer brought remarks, and the facility had a large display in the foyer of the Yankee Trace clubhouse.

Miami Valley Hospital North hosted an Employee Health and Wellness Fair. The event included health and wellness information, chair massages, and other health related activities for staff.

Centerville Noon Optimists and Miami Valley Hospital South hosted the annual Safety on Wheels Bike Rodeo event. This event featured helmet fittings, bicycle registration, interactive health and safety



activities, bicycle maneuverability courses, and maintenance checks. The Mobile Education Lab and SimMan also were on hand.

Miami Valley Hospital participated in the Ohio Department of Health's 2019 Med Surge Functional Exercise and Drill.

Good Samaritan Foundation-Dayton supported the Nurse's Week celebration at Miami Valley Hospital North with gifts from donors. Foundation staff helped with planning the event and participated in festivities honoring nurses. The celebration, which included free massages, Winans chocolates, and a photo booth, saluted and thanked nurses for their hard work and dedication in caring for patients. Miami Valley Hospital Foundation also assisted Miami Valley Hospital nursing administration in celebrating Nurse's Week, honoring nurses at the main campus and at Miami Valley Hospital South. Activities for the nurses were made possible by a generous gift in memory of Mary Jane (M.J.) Reynolds, RN, who received care at Miami Valley Hospital. Her daughter, Karen Andersen, RN, BSN, team leader on ME6, attended the celebration. The event was hosted by Christie Gray, MS, CNS, vice president of hospital operations and chief nursing officer.

The Good Samaritan Hospital School of Nursing hosted its annual banquet. Alumni were thrilled to view a video of the St. Elizabeth Ann Seton Chapel at Good Samaritan Hospital.

Throughout May, staff from all of the Premier Health foundations helped organize and participate in the 2019 Premier Health Employee Giving Campaign. The system-wide campaign encourages employees to donate to programs that benefit their co-workers, patients, and community projects. Dubbed "Be Someone's Hero," this year's campaign included visits by costumed



superhero characters at kickoff events at each Premier Health hospital. Last year's campaign raised more than \$300,000 in employee contributions.

Upper Valley Medical Center

A Premier Health flash mob made a huge splash at the Troy Strawberry Festival on June 1 in downtown Troy. More than 50 dancers comprised of staff from Upper Valley Medical Center and other Premier Health entities learned the flash mob dance moves via video and practiced together for three hours at UVMC that morning

before gathering at the festival to perform to the pop song "Happy." The flash mob appearance was featured in Strawberry Festival coverage by WHIO Channel 7 news, was the lead story on the front page of the Miami Valley Today newspaper, and went viral on Facebook with thousands of hits.

More than 300 runners/walkers took part in the inaugural UVMC 5K Run/Walk to Fight Hunger on May 4 at the hospital campus. Mark Casdorff, DO, championed the event, which included a fun run for all ages and a health and wellness fair with booths that featured UVMC departments, physician offices, and community partners. Net proceeds of just more than \$6,400 were split between the major food pantries/soup kitchens in Miami County.

UVMC and Premier Health sponsored a Miami County Chiefs meeting May 15 at the Crystal Room in Troy. The dinner meeting was attended by fire chiefs and fire department/EMS members from throughout the county, along with elected officials and UVMC representatives. Troy Fire Chief Matt Simmons and Mike Bessler of the Miami County Recovery Council

presented an overview of progress made by the Miami County Rapid Response Team in fighting the opioid epidemic. The program is supported by UVMC Community Benefit Grants funding.

UVMC hosted the Piqua Partnership (formerly Leadership Piqua) class for a health care overview May 14 at the hospital. The program featured a presentation on advanced technologies by Chief Medical Officer Scott Kanagy, DO, followed by a hospital highlights tour.

In community engagement/outreach, UVMC was presenting sponsor of the Miami County Health Partners Free Clinic's 10th Annual Healing Jar Gala May 18 at the Ormont Estate in Piqua, and UVMC staff participated in a Milton-Union Schools Career Day May 1 at Milton-Union High School in West Milton; the City of Piqua Employee Health Fair May 8 at the Piqua City Building; Miami County Senior Citizens Day May 10 at the Learning Place in Piqua; Taste of the Arts May 10 in downtown Piqua; and the Piqua Farmers Market launch May 30 in downtown Piqua.



Pictured from left: Dr. Mark Casdorff, event chair; Tim Snider, UVMC chief operations/finance officer; Cathy Larger, Bethany Center; Dick Steineman, St. Patrick's Soup Kitchen/Hobart Community Kitchen; Jim Sommers, Needy Basket of Southern Miami County; Bill Lutz, New Path Outreach; and Trish Wackler, UVMC chief nursing officer.



OneFifteen Treatment Center Opens

OneFifteen, a non-profit ecosystem dedicated to the full and sustained recovery of people living with opioid addiction, recently celebrated the opening of the first facilities within its state-of-the-art campus in Dayton. OneFifteen, launched earlier this year by Premier Health, Kettering Health Network, and Verily, also welcomed Natalie Lester, MD, as medical director and announced board members for OneFifteen Health and OneFifteen Recovery. OneFifteen will begin seeing patients later this summer, with clinical care to be provided by Samaritan Behavioral Health, Inc., a subsidiary of Premier Health.

“OneFifteen will provide much-needed wrap-around services dedicated to the recovery of those suffering from opioid addiction,” said Senator Rob Portman (R-OH). “This approach to addressing addiction and its grip on our communities is exactly what is needed to help turn the tide

of the opioid epidemic in the Dayton region and Ohio.”

Alexandria Real Estate Equities, Inc. designed and is developing the OneFifteen campus to connect patients with social and other support services, consolidating the many needs of patients in one location. The June 14 ribbon cutting marked the completion of two of the six spaces that will comprise the full campus. Guided by the concept of recovery as a journey, rather than a linear path, the campus will be anchored around a curved, looped pathway that connects all of the experiences and elements of the OneFifteen ecosystem.

As medical director for OneFifteen, Dr. Lester will oversee clinical quality and the implementation of evidence-based best practices, including medication-assisted treatment and psychological counseling. Dr. Lester comes to OneFifteen from The Ohio State University Wexner Medical

Center, where she was the medical director of psychiatric emergency services. In that role, Dr. Lester led a multi-disciplinary team of health care providers focused on psychiatric observation and care for patients in crisis. OneFifteen will provide the full continuum of care to patients on its campus, which is expected to be complete in 2020.

Representing Premier Health on the board of directors of OneFifteen Health (the initiative’s management services organization) are Scott Kanagy, DO, chief medical officer, Upper Valley Medical Center; and Caroline Wise, director of quality and compliance, Samaritan Behavioral Health Inc. Representing Premier Health on the board of directors of OneFifteen Recovery (the 501c3 responsible for the project’s community-based, wrap-around services) is Mike Maiberger, executive vice president and chief operating officer, Premier Health.

Premier Health Leadership Changes

Premier Health recently announced the Aug. 16 retirement of Executive Vice President and Chief Operating Officer **Mike Maiberger**. **Barbara A. Johnson**, a system vice president and Premier Health's chief human resource officer, has been selected to fill the role.



Maiberger is retiring after 27 years with Premier Health, making a significant and positive impact on behalf of patients, physicians, employees, volunteers, and the

entire community. He served in various roles at Premier Health through the years, most recently holding a dual role as interim president of Miami Valley Hospital as well as his current role. At the system level, he also served as chief value officer and chief strategy officer. Maiberger previously served as president of Upper Valley Medical Center, chief operating officer of that hospital, and administrator of the former Stouder Hospital in Troy. He currently serves on the board of the Dayton Area Chamber of Commerce and is past chair of the Troy Area Chamber of Commerce Board.



Johnson has served in various executive roles with progressively increasing responsibility since joining Premier Health in 2003. Prior to serving as chief human

resource officer, she served as executive vice president and chief operating officer at Miami Valley Hospital, and before that,

as vice president of operations at Good Samaritan Hospital. Johnson was recently tapped to serve on the governor's Executive Workforce Board, and her wide range of community leadership includes serving as chair of the Ohio Diversity Council State Board of Directors and the National Conference for Community and Justice of Greater Dayton.



The leadership structure of Premier Health Human Resources will now feature Vice President of Human Resources System Support **Billie Lucente-Baker** and



Vice President of Human Resources Operations **Stacey Lawson**. Lucente-Baker will continue her responsibilities for talent acquisition for Premier Health, and Lawson will continue her responsibilities for the Miami Valley Hospital campuses.



Additionally, Miami Valley Hospital South Chief Operating Officer **Joann Ringer** has

been promoted to president of the Miami Valley Hospital South Campus, effective immediately. This new position more appropriately reflects the size and scope of both inpatient and outpatient services available at the facility.

Premier Health Names System Vice President of Strategic Business Development



Lainie Dean has joined Premier Health as system vice president of strategic business development. She will be responsible for new growth strategies and business development initiatives such as the health system's market-based plans, strategic market development, physician recruitment, and the physician relationship management program.

Dean's previous positions include executive director of operations and network development for Kettering Physician Network and director of supply market intelligence and performance management for Premier Health's Strategic Sourcing Division.

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:

Dr. Bathini is really listening to what I tell him about my concerns. I feel confident with his care.

I will never go to another OBGYN! I adore **Dr. Emmerling!**

I would like to say I have been with **Dr. Glickfield** since he opened his practice doors – 30+ years probably. He’s been wonderful, caring, and responsive in every way. I dread the day he retires; I’ll never find another doctor like him. I can’t say enough positive things.

Dr. Goodenough is outstanding! He is up-to-date and open-minded. I only hope he stays in practice until I am gone!

Dr. Hicks and his office are the best. I was always seen on time. Everyone was friendly and helpful. I would highly recommend Dr. Hicks!

I just started with **Dr. Kentris** and already feel better than I have in the last two years.

Dr. Lorenz is always available on MyChart, by phone, or by appointment. She is very professional, yet compassionate. She answers all my questions. In my view, she is an outstanding doctor. I drive from Dayton because she is good.

Dr. McGilton is a wonderful old-style family doctor. He really cares about all of his patients, and it shows in his treatment of all ages.

I have received the very best care from **Dr. Sally McIntyre**. I would recommend her to anyone.

Feel very lucky to have such a good relationship with **Dr. David Mesker** and his staff.

Dr. Mullapudi and I discuss my health plan and decide together how best to proceed. I don’t feel rushed when I go for a checkup. I depend on him for advice and guidance with health care.

I love **Dr. Paulding**. She was recommended to me by not one but two friends. I feel she is warm and caring and a great listener.

After our provider retired, we were desperate to find a doctor of the same caliber. **Dr. Ravikumar** and his staff have exceeded our expectations! Fantastic physician!!

Dr. Shah and **Dr. Okoye** are an outstanding pair of doctors.

I appreciate the care I receive from **Dr. Stone**, that is why I drive 40 minutes to do so.

Dr. Williams is an excellent physician. Even with the move to Jamestown (an extra 20 minute drive each way), I decided it was the right move for me.

CompuNet Clinical Laboratories Partners with Premier Health Urgent Cares to Offer Lab Collections

CompuNet Clinical Laboratories, in partnership with Premier Health Urgent Care – Mason and Premier Health Urgent Care – Miamisburg, now offers patient lab collection services at those two locations.

Urgent Care Staff will provide lab collection services for patients with CompuNet lab orders. Patients can schedule appointments at Mason and Miamisburg; however, walk-in patients are also welcome. To schedule an appointment, patients can visit premierhealth.com and click on the urgent care bandage icon in the upper left-hand corner. On the appointment page, click “Schedule Urgent Care,” then scroll down to Mason or Miamisburg to reserve an appointment time.

Lab collection hours at Mason and Miamisburg are 9 a.m. to 9 p.m. Glucose timed testing is only available until 5 p.m. Direct access (patient-ordered testing) and biometric screenings through CompuNet are not available at these locations.

Locations

Premier Health Urgent Care – Miamisburg: 8 Prestige Place, Miamisburg, OH 45342. Phone: **(937) 208-6871**; Fax: (937) 208-6874

Premier Health Urgent Care – Mason: 7450 Mason-Montgomery Road, Suite 102, Mason, OH 45040. Phone: **(513) 770-2800**; Fax: (513) 229-3674

Providers Assist With Tornado Relief

Premier Health and Premier Physician Network providers have pitched in to help local communities hit hard by the tornado outbreak on Memorial Day. Here are just two of many examples:

- Despite a power outage at Trotwood Physician Center, and despite worries about damage to their own homes, the practice's staff found a way to care for the Trotwood community in a new way. "Dr. Duane Dickens called friends, colleagues, and members of the Alpha Phi Alpha fraternity, and asked if they could drop off some water and supplies for our community. Boy, did they deliver. Our practice was like a depot. We had piles of bottled water, Gatorade, snacks, cereal bars, and more," said Sheryl Vickers, practice manager. The team delivered three truckloads of supplies to a local church, school, and fire house. The team also walked outside and distributed bottles of water to people clearing trees in the streets."

- David Romano, MD, an emergency medicine physician, serves as medical director of the Beavercreek Fire Department, which he joined in July 1975. Immediately after tornadic storms ripped through the city, Dr. Romano and two of the department's auxiliary members drove streets in the areas of storm damage, assessing the damage from about midnight until 4:30 a.m. on Tuesday and encountering many streets blocked by trees and power lines. But along with extensive damage, they also found residents keeping calm, neighbors helping neighbors, and private citizens helping to clear paths with chainsaws. "There is nothing that beats a well-led, well-staffed, and preplanned fire department," Dr. Romano said. "A great community like Beavercreek is able to stand on its feet after something like this and help its own. People were looking out for the health and safety of each other. That's the real story."

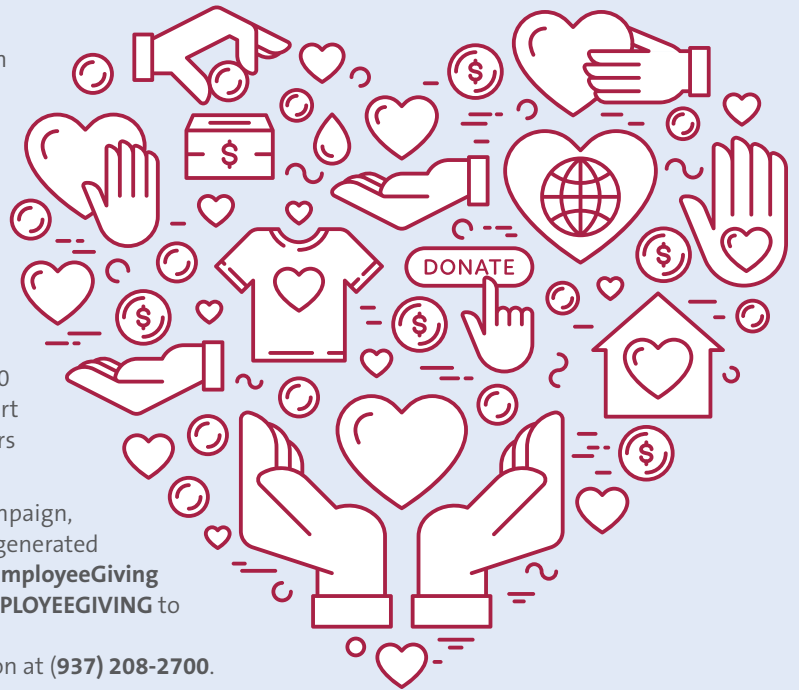


HELP IS STILL NEEDED

Staff from Good Samaritan Foundation-Dayton and Miami Valley Hospital Foundation immediately jumped into action and have so far assisted an estimated 350 Premier Health employees impacted by the Memorial Day tornadoes. While some needed help with rent, repairs, or a deposit for a temporary residence, the majority requested assistance with food and clothing.

So far, more than 210 employees have applied for official assistance from the Catastrophic Emergency Funds operated by Premier Health's foundations. Recent contributions to those funds to support tornado relief efforts have come from various sources, including a \$10,000 donation from the MD Anderson Physician Network, support from Premier Health board members, employees, and others has totaled at least \$103,333.

That total includes funds received from a "text-to-give" campaign, specifically designated for tornado disaster relief, that has generated \$40,000 so far. To donate, please visit premierhealth.com/EmployeeGiving (you might be prompted to log in to SharePoint) or text **EMPLOYEEGIVING** to **41444**. For more information about the fund, please email Foundations@premierhealth.com or contact the Foundation at (937) 208-2700.



Improving Length of Stay

Payment System (PPS), hospitals have been measuring LOS as a common quality metric. Physicians have grown weary of case managers and administrators “hounding” them about “their” LOS. Many physicians just see LOS as a financial performance indicator of hospitals that we put on the backs of our physicians. This is a team effort, and we all own a portion. This team includes ICM and the others I named earlier, in addition to nurses, doctors, and our essential partners in lab, imaging, and other service departments. Together, we are able to identify our opportunities for improvement. While we cannot deny that LOS has financial implications, that is not the sole real reason why we focus our efforts on LOS.

So, why should LOS matter to you as a physician?

Clinically, there is a large body of evidence in the literature that demonstrates the association between adverse events in the hospital and LOS. The longer your patient is in the hospital, the greater the risk of hospital-acquired complications (e.g. secondary infections, falls, procedural, or pharmacy errors) and patient safety indicators. Yes, sometimes complications lead to longer lengths of stay, but most of the time it's the reverse. Intuitively, it seems that a longer LOS would lead to fewer readmissions; however, there's very little evidence to support that. A study looking at 14 years of data from the VA showed that both LOS and readmissions can be reduced together; and that in the subset of hospitals

with higher readmissions, some had a lower average LOS, while some had higher LOS with no correlation. Thus, our goal should be to work as a team to provide the highest quality care at the appropriate level of care and lowest cost possible. If we focus on that, our LOS will improve.

Here are a few tweaks in practice patterns that can make large differences and even improve the patient experience:

- Schedule operations strategically – i.e. if you know your patient will require a 24- to 48-hour post-op recovery before being safe for discharge, don't perform those cases on Thursday or Friday if a weekend discharge is not possible.
- If you are a consultant, document clear discharge parameters for the primary attending, and/or communicate back to the attending promptly. (And if you have not heard about Epic Secure Chat, let your CMO know.)
- As much as possible, think about which tests and/or procedures can be done as an outpatient and make those suggestions early in the patient's stay so appropriate arrangements can be made.
- Discuss goal of care early in the stay and set patient/family expectations for discharge plans, communicating that to the whole care team clearly in the chart.
- Palliative Care is a hugely underused resource for disease and symptom management.

The Integrated Care Team looks forward to working with you and supporting our team of CMOs. Please do not hesitate to reach out to me or anyone on my team with questions, suggestions, or requests for assistance.

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NOTE: No Electronic Version of June Premier Pulse

Due to the Marketing and Communications Department's commitment to deliver a consolidated Premier Health website this summer, an electronic email version will not accompany this issue of Premier Pulse. All articles appearing in the June issue will eventually be added to our online archive at premierhealth.com/premierpulse for future reference.

Editorial Board: Dr. Marc Belcastro, Dr. Andre Harris, Dr. Jennifer Hauler, Dr. Scott Kanagy, Dr. Matthew Reeves
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