

# Premier Pulse

## News for Premier Health Physicians

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# Physician Involvement Is Key to Strategic Success

By Jerry Clark, MD, chief medical officer, Premier Health Plan



Premier Health has seen dramatic growth and improvements in the past three years. This does not happen by accident! It requires aggressive and visionary

leadership and I would suggest to you, my physician colleagues, an engaged medical staff that is committed to high quality, excellence in leadership, and to collaboration with system executives to make Premier Health No. 1.

The Premier Health three-year strategic plan ends in December. This plan was a result of extensive work with the assistance of consultant Deloitte. For the first time, extensive physician involvement was sought in our organization's strategy development and setting direction – recognizing the importance of physicians as partners as the key to success in Premier Health's continuing effort to become a top decile performer health system in quality and top quartile performer in efficiency.

This strategic plan resulted in several initiatives across the health system that have already been implemented or are in the process of completion. These include transformation of the Physician Leadership Council to the Physician Partnership Committee – a Premier Health board committee, with the physician chair being a Premier Health board member. The

current physician-led service line design and governance were born from this plan. Also, Premier Health's value-based services division was established, creating the physician-led and governed physician hospital organization Premier Health Group (PHG) and our provider-sponsored health insurance company, Premier Health Plans. The organization-wide efforts at becoming a truly integrated delivery system in governance and clinical integration have been driven by this roadmap. We created the role of chief integration officer, and Dr. Kathleen Forbes is helping us realize these goals, including clinical transformation across the system and

practice transformation of our employed specialists and PCP's. A link to our current Blueprint can be found online in the physician portal. Access to the document will require your logon information. Premier Health leadership monitors closely metrics tied to the strategic plan success to ensure we reach our aggressive goals.

Now the fun begins as we work with our consultant Chartis to develop the 2018-2020 Premier Health Strategic Plan – a plan that will help guide us all to new heights as one of the best health systems in the United States.



# Premier Health Launches First Virtual Clinic in Dayton

Premier Health has launched Premier Virtual Care, the area's first virtual clinic that enables patients to conduct visits with providers via video or phone chat 24 hours a day, seven days a week.

Premier Virtual Care provides virtual urgent care services for a variety of common conditions such as cold and flu, pink eye, sinus infections, allergies, rashes, back pain, and urinary tract infections. Patients do not need to be an existing patient of Premier Health providers to use Premier Virtual Care and can do so for a flat fee of \$45.

"Premier Virtual Care moves health care forward, placing providers at patients' fingertips using the technology of everyday life," said Mary Boosalis, president and chief executive officer of Premier Health. "Most importantly, it strengthens our commitment to provide patients with high-quality care in some of the ways they want it most – convenient and cost-effective."

Patients who have a qualifying health care need can visit [PremierVirtualCare.com](https://PremierVirtualCare.com) or call **1-844-658-8317** to get started. A virtual visit takes place via video or phone using a smartphone, tablet or computer, and typically lasts about 20 minutes. 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.

"With today's fast-paced lifestyles, time and access can be two barriers to an individual receiving care," said Kathleen L. Forbes, MD, chief integration officer at Premier Health. "Premier Virtual Care transforms our idea of health care by removing those barriers between patient and provider."

Premier Virtual Care is being launched through a partnership with Carena. Carena's Anytime Virtual Clinic Platform will provide the software and operations services while being fully integrated into Premier Health's clinic-based care delivery system.



# Physician Groups Merge to Create Premier Physician Network

Premier HealthNet and Premier Health Specialists have come together to form Premier Physician Network. This effort is being guided by Premier Health physicians and leadership as part of a strategic plan to transform from individual provider practices into a high-performing, clinically integrated network of all employed providers and staff.

The Premier Physician Network is more than just the combination of two outstanding organizations. It is a vital step to effectively develop a shared vision to improve the health of our communities.

Together, we are able to fully leverage our human resources, processes, and technology to create a truly innovative care delivery model across our entire physician enterprise.

The Premier Physician Network name reflects the close integration and collaboration of primary care and specialist providers and staff

who care for patients throughout our region. It also reflects a new care team model, which will implement standardized roles and responsibilities while providing the training and tools needed for success.

As this process moves forward, a more seamless level of coordination between primary care and specialty practices is also being developed, as well as plans for signage, business materials, badges, and other external facing items.



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## SERVICE LINE UPDATE:

# Neuropsychology Complements Neuroscience Services

The Neuropsychology Center at the Premier Health Clinical Neuroscience Institute (CNSI) provides advanced clinical and research solutions in the neurosciences. Through multidisciplinary clinical consultation – in conjunction with novel and innovative research collaborations – the center supports bridging the gap between lab sciences and clinical care.



Led by Dr. Fadi Tayim, the Neuropsychology Center is truly a unique subspecialty service within the neurosciences. The CNSI Neuropsychology Division provides highly specialized assessment services through a combination of standard neurocognitive evaluation, functional MRI, intra- and extraoperative brain mapping, and the intracarotid sodium amobarbital procedure (“Wada”).

Many of Dr. Tayim’s procedures are new to the Dayton region, and many have been adapted to fit the needs of specific patient populations. Many of the patients seen within the Neuropsychology Center – namely those with brain tumors, epilepsy, and Parkinson’s disease, to only name a few – require advanced assessment solutions to determine neurocognitive “readiness” for neurosurgery. Dr. Tayim combines the results from various evaluations and procedures,

and creates a functional “cognitive map” that is used to determine readiness for surgery, what deficits may arise post-surgery, and even the degree and extent to which a patient recovers after surgery.

As an integral member of the Neuroscience Institute, and its many subspecialty centers, the Neuropsychology Division works closely with each of the subspecialties to evaluate complex, rare, and common neurological conditions. In line with the mission of the Premier Physician Network, Dr. Tayim also lends his expertise in assessing traumatic brain injury (TBI) – a subject on which he has published extensively – to inform the Dayton community on the impact of TBI, and the resources available within the region.

Through community outreach, the Neuropsychology Center aims to implement Premier Health’s mission to provide outstanding patient care, reach a broader group of providers and patients, and ensure a comprehensive care experience.

This is just one of the subspecialties within neurosciences that we have created. Our teams can share their expertise and information with each other more quickly, providing comprehensive evaluation and treatment for complex, rare, and common neurological conditions. We look forward to continuing our rapid growth in the Neuroscience Institute and look forward to expanding our treatment options and offering the latest advances in our region to build healthier communities.

# Senior Emergency Center, Improved Start Times, and Wound Care Services



## Atrium Medical Center

Renovations are under way in Atrium Medical Center's Emergency Trauma Center for the Senior Emergency Center project. Due to construction work in this area, there might be more activity and noise than usual on the hospital's first floor. The site is across from the first-level set of employee elevators.

Also, during construction and once the new unit opens, staff who are not assigned to work in the Senior Emergency Center are asked not to walk through this space — previously an overflow observation area — to get to the hallway or from one part of the emergency department to another.

Last fall, we announced plans to open the Senior Emergency Center at Atrium Medical Center thanks to the generosity of donors to Atrium Medical Center Foundation, which has run a fundraising campaign for the project.

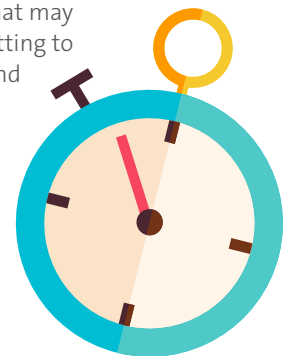
Similar to the Natural Beginnings Birth Center opening also planned for this spring, the Senior Emergency Center project has two key components: new services and new construction. The Senior Emergency Center will introduce new services for the assessment and care management of older adults, as well as updated patient rooms, new equipment and a renovated nurses station and surrounding area. Advance Practice Nurse Lori Nichols has joined the Atrium staff to help develop and run the program, which is focused on care for patients 65 and older who present to the emergency room and meet the requirements for geriatric-friendly emergency care. Construction is expected to continue through April.

For any more information about construction on the Senior Emergency Center, questions can be directed to Project Manager Mandi Alcorn or Facilities Manager John McKinney.

Meanwhile, construction continues in the Family Birth Center for Natural Beginnings, for which natural birth services have already started and room renovations are expected to be completed this spring.

## Good Samaritan Hospital

The Perioperative Services Team is working to improve First Case On Time Starts in the operating room. Daily debriefs are being done to identify and correct any roadblocks that may delay patients getting to the OR on time and achieve or exceed our benchmark target. Weekly data is posted in the OR, PACU and SAOR.



The endoscopy department has opened additional schedule time slots to accommodate in house patients. This has been done to support length-of-stay reduction efforts and to accommodate add-on and last-minute cases so as to not delay patient care.

#### **Miami Valley Hospital**

Premier Health and Miami Valley Hospital sponsored a Wound Care and Hyperbaric Medicine symposium at Miami Valley Hospital South (MVHS). The event reviewed the effectiveness of an integrated interdisciplinary approach to treating chronic, non-healing wounds, and the need for advanced practice specialty wound care clinics to coordinate care within the community. The event included an open house and tours of the re-developed Wound Care and Hyperbaric Center at MVHS. This is a comprehensive outpatient center that brings together an experienced team of professionals, advanced wound care treatment options, and two hyperbaric oxygen therapy chambers.

#### **Upper Valley Medical Center**

The Wound Care Center and Hyperbaric Services at Upper Valley Medical Center has been recognized for clinical excellence by Healogics, the nation's leading wound care management company. UVMC received Healogics' 2017 Center of Distinction and President's Circle awards. Both are based on clinical outcomes for 12 consecutive months, including patient satisfaction greater than 92 percent and a wound healing rate of at least 91 percent in less than 31 median days. UVMC's Wound Center opened in July 2015.

Phase two of the UVMC Emergency Department expansion/renovation project was featured in the Civitas Media annual progress edition published in Miami County newspapers. This phase, scheduled for completion in May, involves conversion of the original ED space to include a new

public corridor to the hospital, new east entrance, new triage area, enlarged lobby, and a home for dedicated medical imaging equipment within the ED.

The UVMC cardiopulmonary rehabilitation program was highlighted in the Civitas Media 2017 heart month publication with a feature on program participant Gordon Wise of Piqua. Mr. Wise praised critically-timed diagnosis/referral from Upper Valley Cardiology and internist Ronal Manis, MD; and successful cardiac bypass surgery at Good Samaritan Hospital, in addition to his very positive experience at cardiac rehab. Wise, a Wright State University professor emeritus, is married to UVMC Board of Directors member Susie Wise.



# Hospitalists' Work Complements Primary Care



Just as a primary care doctor keeps tabs on their patients' general health, hospitalists function much the same way when those patients become inpatients.

Hospitalists are in the hospital 24 hours a day, seven days a week. They act as the key figure in a patient's care, and are responsible for specialist referrals, just like a primary care doctor. In essence, a hospitalist serves as the admitting, attending, and discharging physician.

The hospitalist's constant presence makes them a key player in minding the details that ensure proper continuity of care. They may, for example, take a lead role in ordering specialist consults or lab work or tests, as well as fielding results and working with the specialists to determine next steps. They are also actively engaged in helping service Premier Health's emergency department by maintaining a standard commitment to see patients within 30 minutes of admission.

It is this constant presence that can make a significant difference in achieving improved outcomes and patient satisfaction.

"I tell people that we're the doctors that the ER physician will call when they want to admit a patient or the primary care physician will call from their office when they want a patient admitted," said Jeffrey Poulos, MD, chief hospitalist officer, Premier Health. "Since the hospitalist works in a single hospital all the time, they're keenly interested that that hospital performs well and has an excellent safety record and is financially efficient. Patients have high levels

of satisfaction because they know us and they've talked to us, and we've been there to answer their questions."

In addition to patients, hospitalists are also a resource for other physicians, allowing them to remain focused where they are needed most.

"Having a hospitalist present means that surgeons can stay in the operating room and a family practitioner can stay in their outpatient practice without having to run to the hospital because they know their patients are receiving outstanding care," said Susan McAllister, system vice president of hospitalist operations for Premier Health.

Premier Health's hospitalists also have a policy to complete a patient's discharge summary within 24 hours of their release, which is significantly faster than the hospital bylaw standards of one week. This allows other physicians to quickly access these records in the event of a follow-up appointment, particularly if their physician is utilizing EPIC. Details such as these help explain the growing influence that hospitalists continue to have in the improvement of patient care.

"We've also experienced growth across the system," said McAllister. "Back in 2014, we were touching about 70 percent of Premier Health's patients, and that's grown to around 90 percent in 2017. So, depending on the location, most patients in the hospital are either being cared for by a hospitalist and the attending or they are a medical consultant on the case."

# Challenges Inspire Surgeon As He Returns Home



**Jonathan Tuttle, MD**, see patients at the Clinical Neuroscience Institute

**What is your specialty?**

Neurosurgery, spine surgeon.

**What brought you to Premier Health?**

My family lives in the Dayton area.

**Why did you choose medicine as a career?**

I enjoy the challenges, usually.

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

Dr. Cynthia Africk was my mentor during my time in medical school. Dr. Norman Chutkan was my mentor in residency and during my early years in practice.

**How do you describe your bedside manner?**

Purposeful.

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

I completed an orthopedic spine fellowship with Dr. Norman Chutkan.

**How do you want to be remembered?**

As a technically sound spine surgeon.

**What is the last book you read?**

*Outliers: The Story of Success* by Malcolm Gladwell

**What is your favorite song in your playlist?**

"Closer" by The Chainsmokers

**iPhone or Android?**

iPhone

**Early bird or night owl?**

Neither at the moment, but have never been an early bird.

**Beach bum or mountain hiker?**

Beach bum

**Dress shoes or tennis shoes?**

Tennis shoes

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MEDICAL STAFF CORNER

# Department Reporting Changes to Improve Metrics

By Anuj Goyal, MD, president of the Good Samaritan Medical Staff



The Good Samaritan Medical Executive Committee (MEC) is changing up the way that departments report out at MEC. To engender more engagement

in improvement activities, medical staff leadership is working with the department chairs to lead improvement in departmental metrics and report out progress at the

MEC. In addition, we are promoting and encouraging collaboration across departments, including pathology, radiology, and anesthesia as we work with our administrative partners to improve quality and service.

To encourage physicians to take an active role in ensuring appropriate patient-specific education, we are partnering with Jodi Snyder and the Learning Institute to educate physicians on the materials and processes incorporated into the new SONIFI patient education platform located in patient

rooms. Appropriate patient education is essential to promote patient adherence to treatment and reduce readmissions.

We are also working collaboratively to improve our operational metrics in the operating room and procedural areas to improve patient and physician satisfaction.

Additional areas of focus include improving ancillary testing availability on the weekends to facilitate patient discharges, and assessing the need for additional computers in the physician lounge areas.

SAVE THE DATE

# Free Skin Cancer Screening Event May 8-17



As part of Melanoma/Skin Cancer Detection and Prevention Month in May, Dayton-area dermatologists will offer free skin cancer screenings to the public to promote early detection and prevention of skin cancers. The screenings will be held May 8-17 at various locations throughout the Dayton area.

The skin cancer screening event is sponsored by the Wright State University Boonshoft School of Medicine Department of Dermatology, Wright State Physicians Dermatology and Premier Health, along with the American Academy of Dermatology and Eucerin.

For more information on dates and locations, visit the Premier Health website.



## Premier Health Releases Cancer Report to the Community

Premier Health continues to improve cancer care services. Reflected in the “Premier Health 2016 Oncology Annual Report,” Premier Health details accomplishments and activities, patient stories and a summary of cancer cases by hospital. You can view a PDF of the report online on the Cancer Care page of the Premier Health website.

## A Little Birdie Says

@PremHealthCMO is a great Twitter account to follow for all things related to being a physician at Premier Health. Follows the tweets of Dr. Tammy Lundstrom, Premier Health’s chief medical officer. Feel free to like, comment and retweet. Join the conversation! Please be mindful that all tweets can be viewed by the public.



## Our New Physicians

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

You can find the lists in the Physician Portal.

**Atrium Medical Center** go to [atriummedcenter.org/ournewphysicians](http://atriummedcenter.org/ournewphysicians)

**Good Samaritan Hospital** go to [goodsamdayton.org/ournewphysicians](http://goodsamdayton.org/ournewphysicians)

**Miami Valley Hospital** go to [miamivalleyhospital.org/ournewphysicians](http://miamivalleyhospital.org/ournewphysicians)

**Upper Valley Medical Center** go to [uvmc.com/ournewphysicians](http://uvmc.com/ournewphysicians)

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