

# Premier Pulse

News and Information for Premier Health Physicians  
and Advanced Practice Providers

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## A Matter of Trust

By Roberto Colon, MD, system chief medical officer, Premier Health

Trust is a fundamental element in health care teams, enabling successful collaboration to accomplish the care plan. Typically, this trust is established over time through the development of relationships, working closely together for extended hours. During this shared experience, team members become familiar with each other's professional skills and learn more about each other as individuals. They discover commonalities and shared interests beyond their initial work-related connection. Yet, given the constantly evolving health care landscape, characterized by organizational movement, high turnover rates, and an influx of new team members, how can health care teams build trust in one another without the benefit of time?

Passengers do not question pilots about the specific route or flight plan before take-off, nor do they demand to see their credentials before entrusting their lives on a flight. Even when other

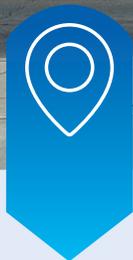
pilots are present as passengers, there is typically no questioning of those in the cockpit. We seem to inherently trust these professionals without knowing them personally. However, when it comes to trusting one another in the context of patient care, we often encounter difficulties. Reflecting on our own experiences, there may have been occasions where we questioned a consultant, doubted a request for a consult, or cast doubt on information provided by a non-physician team member. In such situations, examining our motives behind asking questions is crucial. Did we approach these inquiries with genuine curiosity or with an underlying motive of doubt?

As we embark on this new era of medicine, it is imperative that we cultivate trust within our teams by fostering a collaborative spirit. This entails recognizing that our colleagues, who join us in caring for patients, possess the

necessary skills and share a common objective: providing quality patient care. It is important to note that trust doesn't mean mindlessly disregarding safety precautions but rather approaching them constructively and with a mindset geared toward growth rather than doubt. When formulating inquiries for our team members, asking, "How can I assist you in your role?" is a more constructive motivator than questioning their competence with, "Do you know what you are doing?"

While trust needs to be earned, we can enhance its effectiveness by adopting a default position of trust with our team members. By defaulting to trust, we believe in our collective commitment to a common purpose: our patients. We trust that each individual is dedicated to performing their best. We acknowledge that we are all interconnected in this endeavor, fostering a sense of unity and trust that we are in this together.

# Medical Office Building Opens on Brown Street



## NEW LOCATION

1715 Brown St.,  
Suite 200,  
Dayton, OH

Phone: **(937) 208-9010**

Fax: (937) 208-9020

On Thursday, June 1, the University of Dayton (UD) and Premier Health announced the opening of the medical office building at 1715 Brown St., marking another milestone in their continued partnership. The medical facility, a partnership with developers Woodard Development and Crawford Hoying, demonstrates the innovative reuse of an existing building blended with new construction.

Premier Health will be the anchor tenant in the 47,160-square-foot development, located between Sawmill and Stonemill roads on the west side of Brown Street near Patterson Homestead.

As the building's anchor tenant, Premier Health will provide convenient access to health care services for the larger community and UD employees. The building will house primary care and orthopedic physicians, lab, counseling services, and comprehensive physical rehabilitation services available to meet community needs. The building will also provide an employee health center to UD's nearly 2,700 full-time employees and an after-hours clinic with evening and weekend hours for UD students.

### Services for the community will include:

- Premier Health Primary Care – Brown Street (formerly Miami Valley Primary Care) providers include Pamela Werner, MD; Timothy O'Donnell, DO; and Rebecca Boatman, APRN-CNP
- Premier Orthopedics, including sports medicine and imaging. Providers include Jeffrey James, DO; Katie Krebs, MD; Matthew Dorweiler, MD; and Eric Fester, MD
- Lab services provided by CompuNet Clinical Laboratories
- One stop for comprehensive rehabilitation services
  - Neuro Rehabilitation
  - Physical Therapy
  - Hand Therapy
- Counseling services provided by Samaritan Behavioral Health Inc.

### Services for the University of Dayton will include:

- Premier Health Primary Care
  - Physician: Kirk Tucker, MD
- After-Hours Clinic

The idea for the medical facility was a natural outgrowth of the two organizations' long-standing partnership. UD and Premier Health formed the Genesis Project in 2000 with the City of Dayton to redevelop the Fairgrounds neighborhood and are currently working to develop onMain, a 38-acre site adjacent to the two community anchors, into a vibrant, pedestrian-friendly mixed-use development.

# Electronic Prescribing Regulations

By **Walter Reiling, MD, system vice president, chief medical information officer, Premier Health**

Federal and state agencies have regulatory requirements for authorizing electronic prescribing in our Epic system. These rules are extensive. They include multiple cybersecurity elements and process steps to ensure the source of a prescription is the proper authorizing provider. One of these requirements is that we validate the identity of anyone electronically prescribing controlled substances in our system. For compliance purposes, our support team needs to see the providers' state or federal photo identification documents, such as a passport or driver's license. In addition, this requires using the fingerprint reader in Epic/Imprivata. To date, fingerprinting has been done during in-person visits. We realize this can be inconvenient and time-consuming. Work has been underway to find ways to make this easier for our providers, and we now can utilize Microsoft Teams as a video connection to validate a provider's identity. This setup will allow a member of our support team to work with providers from

a remote location, such as a different office or hospital. We will still need the provider to use a fingerprint reader on one of our on-site workstations, so it will not typically be something providers can do from home. Providers can, however, update a device or enroll a new phone from most locations that are Premier-operated sites. It is important to understand that remote access security is uniquely linked to a provider's phone, and if that phone is replaced for any reason, it will require re-enrollment. If possible, please think ahead and ensure you can take care of this when you're at one of our sites.

Utilizing this new flexibility requires the Teams application on a phone or computer with a camera. While this will make things easier, it will still be inconvenient sometimes. The work to make it easier will continue. As always, you can contact the Customer Support Desk for assistance. Thank you in advance for your help in complying with these regulations.



# CCL Reporting Change: High Sensitivity Troponin

Effective June 12, 2023, CompuNet Clinical Laboratories has implemented a reporting change for High Sensitivity (HS) Troponin test results, adjusting the reportable range to 6-10,000 ng/L. The previous reportable range extended to 100,000 ng/L. This modification, driven by the phasing out of the dilution protocol, aims to provide more focused and accurate results for health care providers while minimizing any potential impact. Critical values and reference ranges for HS Troponin will remain unchanged, ensuring the delivery of vital information for patient care.

The impact of this reporting change is expected to be minimal. The dilution protocol allows reporting results above 10,000 ng/L and has been utilized in less than 1% of cases. Therefore, the vast majority of HS Troponin tests will continue to be reported within the new range. We will no longer report results above 10,000 ng/L.

CompuNet is working to ensure a smooth transition to the new reportable range, maintaining the highest standards of accuracy and reliability in reporting HS Troponin test results.

## CompuNet Brown Street Patient Service Center

On June 1, CompuNet opened its Brown Street Patient Service Center inside Premier Health's new facility near the University of Dayton campus. The new space is located at 1715 Brown Street in Dayton. The new CompuNet Patient Service Center will employ two full-time staff members. It will offer lab collections for physician-ordered labs and patient self-order direct access testing collections.

### Hours at the new location are:

Monday through Friday: 7:30 a.m. to 12:30 p.m.; 1:30 p.m. to 4:30 p.m.

You can contact this location at **(937) 567-3450** or by fax at **(937) 641-2755**.

Walk-ins are welcome, or you can schedule an appointment.



## Fidelity Health Care Announces Partnership with Carelon

Carelon is a post-acute third-party administrator focused on utilization management and claims processing for home health and post-acute facilities for some Medicare HMOs. Fidelity's partnership with Carelon is specific to the Anthem Medicare population.

Fidelity was the first home care agency to participate in the Wound Connect Care Conference program through Carelon. Care Conferences occur weekly with a Fidelity wound nurse and a Carelon wound nurse. During the care conference visit, documentation, photos, wound treatment, and measurements are discussed to determine the best wound care options for healing. To date, the Carelon wound nurses have been impressed with the wound care provided by Fidelity and have had no treatment change recommendations. Data will be gathered for patients entering the program, wound type, and healing times.

Fidelity's goal is to obtain the best patient outcomes, decrease utilization, and increase reimbursement. This program has allowed Fidelity to highlight the exceptional work of its certified wound nurses.

In exchange for participation in the Wound Connect program, Fidelity receives additional reimbursement for each skilled nursing visit provided to the wound care patients enrolled in the Wound Connect program. The estimated increased revenue for this program is \$150,000 annually. In addition, this partnership will allow Fidelity to certify an additional 10 to 15 wound nurses annually to support our current wound team of 10.



## Provider Praise

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

**Kelsey Mayrand, MD:** Is the best doctor I have ever had! The medical assistant, Holly, is impeccable. Thank you both for taking such good care of me!

**Dr. Eric McHenry** is a great doctor.

**Dr. David Mesker** is the best. I can't say enough about how good his office is.

**Dr. Joel Metz** is a very professional and personal physician. He takes his time with a patient and does not rush while with the patient.

**James Ouellette, DO:** Staff and doctor were very professional, kind and caring. Took time and answered all questions.



# The Multifaceted Physician Advisor Role

By Andrew B. Maigur, MD, system director, Premier Physician Advisor Program

Traditionally the Physician Advisor (PA) role has existed within the job responsibilities of a chief medical officer (CMO); however, over the past decade or so, this role has evolved into an administrative physician specialty.

Many hospitals and health systems, both community and academic medical centers, are realizing the importance and significance of the PA role. This role continues to be ever evolving and multifaceted.

**Utilization Review:** A common question I've encountered is, "Why do we need a physician to do this job. Shouldn't the physician be focused on bedside care?" Utilization review is one of the pivotal aspects of the revenue cycle, which requires familiarity with federal and state regulations, clinical criteria used by payers, and clinical acumen of the patient's condition. Determining inpatient versus outpatient status for hospital admissions or elective surgical procedures significantly affects hospital reimbursement. We must approach secondary status reviews with a clinical eye, understanding the complexity, severity of illness and intensity of services in rendering a recommendation to the bedside provider. We cannot singularly be restricted by proprietary clinical criteria used by insurance companies. By being peers, we have an opportunity to provide one-on-one education with bedside providers and hence support and enhance medical necessity documentation in the record. PAs have a strategic position within the organization to identify revenue leakage or process improvement opportunities within the revenue cycle.

**Denials Management:** Given the fact that insurance companies issue denials for health care services, whether it's hospitalization or a particular service such as imaging or prior authorization for a surgical procedure, all these decisions are adjudicated on the payer side by a medical director. This lends the PA a unique opportunity to have peer-to-peer conversations with the payor medical director and develop a symbiotic relationship that benefits patients and the health system.

**Clinical Documentation Integrity (CDI) and Coding:** Clinical documentation in the medical record, when done accurately, has a significant impact on patient care, hospital and physician reimbursement. Providers' clinical documentation is translated into International Classification of Disease (ICD-10) codes placed on the claim sent to the payer. These codes affect reimbursement and influence numerous quality metrics that assess the quality of care provided by the health system and the provider. CDI and coding teams often use queries to ask compliant questions to encourage accurate documentation. Unanswered queries or physician questions out of the scope of practice of a CDS nurse are often referred to a PA who helps enhance the query's quality, determining its appropriateness while engaging with the clinical providers in answering questions and providing education regarding CDI. PAs are often intimately involved in clinical validation denials, when payers retrospectively scrutinize the medical record and strip away high dollar diagnoses,

subsequently downgrading the DRG and issuing a takeback of reimbursement dollars. PAs actively collaborate with CDSs and coders to appeal these denials and prevent revenue leakage through front-end provider education.

**Integrated Care Management:** PAs are suitably positioned within the organization to assist with length of stay management, delays in care, care variation among providers, mitigation of discharge barriers, throughput, and post-acute care denials from payers. From readmission initiatives to the challenges of ER boarding, PAs can play an effective role in root cause analysis, problem-solving and process improvement.

**Provider Education:** Given the above-stated functions related to the revenue cycle, PAs serve as subject matter experts and are enthusiastic about educating and arming the bedside provider with applicable knowledge.

Additionally, PAs are critical in collaborating with contracting teams, providing frontline insights on payer behaviors and building safeguards within payer contracts to stop revenue leakage and reduce back-end administrative costs. Some health systems also employ PAs to assist in the transfer center to train nursing teams and perform medical necessity reviews on non-EMTALA transfers, which positively affect appropriate transfers and reduce out-of-network transfers that undermine patient care and appropriate utilization of costly health care resources. Health systems that participate in CMS bundle payment programs and have value-based contracts with payers employ the expertise of PAs in population health management and risk adjustment documentation. The ACPA has afforded me the opportunity to serve on the Government Affairs Committee (GAC) to advocate for our patients, hospitals, and providers at a federal and state level.

In conclusion, the role of the physician advisor is ever evolving as health systems understand the value that physicians can bring to the table within the realm of the revenue cycle and the business of health care.



# How This Nomadic Surgeon Found Premier



**Michael Lee, MD**

**What is your clinical specialty?**  
General Surgery

**Where did you go to school?**  
Liaoning University of Traditional

Chinese Medicine – Undergraduate  
Andrews University - Undergraduate  
Loma Linda University School of Medicine – Medical School  
Wright State University – General Surgery Residency

**What brought you to Premier Health?**

Having trained at Premier Health as part of my residency, I was excited to come back to work with a great group of surgeons at Gem City Surgeons.

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

Growing up in a missionary family, I have always wanted to have a career where I would be able to help people.

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

My family was always supportive of me and encouraged me to do my best in everything.

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

I hate swimming, biking and running, but I somehow finished an Ironman triathlon in 2021.

**Where is your hometown?**

Born in Seoul, Korea  
Grew up in the Philippines, China, Michigan, and Tennessee

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

Chicago Bears

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

Living with a SEAL: 31 Days Training with the Toughest Man on the Planet

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

“Wish You Were Here” by Pink Floyd

**What is your favorite food?**

Korean barbecue

**What is your favorite hobby?**

Playing tennis and fishing

**What is your favorite animal, and why?**

Orca, its beauty and gracefulness yet aggressive nature.

**Where is your favorite vacation spot, and why?**

I like to travel to new vacation spots, so I do not have a favorite.

**Describe something (a thing, person, place, experience, etc.) for which you are especially thankful:**

I am especially thankful to my family for supporting me through the long hours of medical school and residency.

**Pick a side**

**iPhone or Android**

Android

**Early bird or night owl**

Night Owl

**Beach bum or mountain hiker?**

Beach Bum

**Dress shoes or tennis shoes?**

Tennis Shoes

**Paperback or e-reader?**

Paperback

**Coffee or tea?**

Coffee

**Cooking or baking?**

Cooking

**Sweet or salty?**

Salty



# Comprehensive Cartilage Program

By Kelli Ashbeck, director of surgical services and orthopedics, Premier Health



Premier Health is excited to provide patients with knee pain a comprehensive offering of surgical and non-surgical treatment solutions geared toward reducing pain and restoring mobility. The Cartilage Restoration Center at Miami Valley Hospital South can treat all knee cartilage injuries to help prevent further damage that may lead to osteoarthritis and the need for joint replacement surgery.

When treated early, many cartilage problems can be resolved without surgery. Non-surgical options can be customized based on patient need and include:

- **Anti-Inflammatory Medications:** Designed to reduce swelling and painful rubbing in the knee joint
- **Physical Therapy:** Customized exercises and therapy to restore joint function and strength
- **Joint Injections:** Many substances can be injected into a damaged joint to relieve pain and improve movement, which include:
  - **Steroid Injections:** Often called cortisone shots, used to decrease joint inflammation, pain, and swelling.
  - **Hyaluronic Acid (HA):** A gel injection of a natural substance to reduce swelling and thicken fluid in the joint to help the knee move more easily.
  - **Biologic Agents:** Uses the patients' "healing" cells to help restore the damaged cartilage. These include platelet-rich plasma (PRP) injections taken from the patients' blood and stem cells.
- **Weight Loss Solutions:** Losing excessive weight can relieve additional stress on knees and other joints.

If cartilage damage is more severe, surgical interventions are available, including:

- **Arthroscopic Debridement:** During this minimally invasive procedure, the surgeon smooths rough edges of cartilage and may remove loose fragments.
- **Microfracture:** Tiny holes are drilled into the bone at the base of the cartilage damage. Bone marrow cells bleed through to form a clot that turns into new cartilage, making movement easier.
- **Matrix Induced Autologous Cultured Chondrocyte Cell Implantation (MACI):** The first stage of this procedure involves a small tissue sample taken from healthy knee cartilage. A lab grows these cells over a few weeks. A patch of these cells is placed over the damaged cartilage in a second procedure.
- **Osteochondral Allograft (OCA):** A graft of bone and cartilage is taken from a tissue donor and implanted into the damaged area.
- **Joint Replacement**

The Premier Health Cartilage Restoration Center team specializes in knee care. It consists of physical therapists, nonoperative sports medicine physicians, and cartilage specialty surgeons with training in cartilage care to preserve, resurface, or reconstruct the knee joint.



## It's easy to refer!

To submit a referral, an order can be placed in Epic using Consult to Premier Ortho – Regenerative Knee Clinic. Patients can also call the Premier Orthopedics Centerville office for more information or to schedule an appointment at (937) 312-1661.

# Health Screenings, Foundation Events, Welcome New Physicians

## Atrium Medical Center

Two experienced leaders have joined Atrium Medical Center's executive team. Scott Kanagy, DO, has been named chief medical officer and vice president of operations. In this role, Dr. Kanagy will also have chief medical officer responsibility for Miami Valley Hospital South. Dr. Kanagy previously served as the chief medical officer at Upper Valley Medical Center, driving quality improvement, community outreach, and operational excellence since 2017. Tonya Casey has joined Atrium's executive team as director of finance and operations. Tonya most recently served as the finance director of Miami Valley Hospital's campuses.



Atrium President Kevin Harlan and Kim Hensley, chief operating officer/ chief nursing officer, welcomed state Rep. Adam Mathews for a hospital tour. Representative Mathews is serving his first term representing the 56th Ohio House District, which includes Lebanon, South Lebanon, and Mason; also, he sits

on the Families and Aging committee. Rep. Mathews toured Atrium's Senior Emergency Department and Inpatient and Outpatient Rehabilitation Unit to learn about these unique services in the south market.

Premier Health offered free screenings for Stroke Awareness Month and Skin Cancer Awareness Month. In Middletown, the Premier Community Health Mobile Clinic conducted health screenings and one-on-one health conversations with stroke management team members. Todd Hicks, MD, of Premier Plastic Surgeons, hosted skin cancer screenings at Countryside YMCA in Lebanon.

Atrium recently sponsored several events in the south market, including

West Chester-Liberty Chamber Alliance Everest Awards; Downtown Middletown Inc. Women, Wine and Chocolate Walk; Hospice Care of Middletown Mother's Day 5K; and a wellness fair at Central Connections in Middletown. Atrium also promoted hospital maternity services at Mama's Market, an event hosted by Butler County General Health District and Help Me Grow.

The 29th Annual James A. Combs Golf Tournament was a great success thanks to the collaboration between Atrium Medical Center Foundation and Kiwanis Club of Middletown. The golf tournament supports children's health care needs at Atrium and provides scholarships and eyeglasses to those in need in Middletown.

In other community relations news: Atrium President Kevin Harlan attended the 2023 Think Tank on Equity & Inclusion, a private meeting with other Cincinnati health system leaders. The group aims to work collaboratively to develop and implement strategies to advance health equity by addressing social determinants of health. Additionally, Atrium's Level III Trauma Program helped Warren County law enforcement launch the Click It or Ticket campaign promoting seatbelt use ahead of the busy summer travel season.



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### **Miami Valley Hospital Campuses**

Good Samaritan Foundation-Dayton hosted its 50th Anniversary Celebration on May 6 at the North Campus. This celebration included community partners and donors and highlighted how the Foundation has played a pivotal role in the community over the past five decades. In addition, the event focused on upcoming fundraising projects that the foundation will support in the years to come.

Premier Health and Miami Valley Hospital Foundation recently hosted a ribbon-cutting ceremony and open house for the new Dr. Mukul S. Chandra Cardiovascular and Pulmonary Disease Prevention and Rehabilitation Center. This state-of-the-art facility at Miami Valley Hospital South honors the legacy of beloved educator, community health advocate, and cardiologist Mukul S. Chandra, MD.

Good Samaritan Foundation-Dayton received a \$10,000 grant from the Ohio State Fraternal Order of Eagles to purchase a SciFit Rex Total Body Recumbent Elliptical and upper body exerciser for the Miami Valley Hospital North cardiac rehab center. The elliptical provides patients with access to safe, full-body cardiovascular and strength training exercises meeting the needs of various patients. The upper-body exerciser especially benefits patients with lower-body injuries and mobility issues. This gift will be presented to the foundation in June at the Ohio State Fraternal Order of Eagles conference in Columbus.

Good Samaritan Foundation-Dayton Board of Trustees recently approved the purchase of a Trident HD Specimen Radiography System, also known as a Faxitron, for the Miami Valley Hospital North surgical suite. The new equipment will allow for an immediate evaluation of breast cancer margins during an operation, removing more tissue if indicated, lessening the chance of a patient returning for another surgical procedure. Additionally, the new device will cut down on surgical time.

### **Upper Valley Medical Center**

UVMC received a Miami Valley Career Center (MVCC) Appreciation Award during the school's convocation ceremony on May 25 at Hobart Arena. The award recognized the hospital for providing hands-on opportunities for students through various

educational experiences and employment. Specifically, UVMC hires MVCC students for patient care tech positions and cardiopulmonary services. UVMC also serves as an employer partner on the school's business advisory committee, participates in their job fairs, serves as judges for their local Skills USA events, and provides guest speakers for various classes.

For Stroke Awareness Month, UVMC offered free screenings for the community on May 24. Premier Community Health wellness nurses performed the screenings, and Ashley Heitbrink, stroke program manager, provided consultations for participants.

A Community Blood Center Blood Drive was held at UVMC on May 5. The event was open to the community and the UVMC family. In other community engagement, UVMC was a tent sponsor for the Annual Tipp City Relay for Life 5K and Field Days events held the week of May 23 at the Tippecanoe High School track and field.

### **Premier Physician Network**

Premier Physician Network welcomed four new physicians at its May 17 new physician and APP orientation! Please say hello to (L-R): Harry Kittaka, MD, Jamestown Family Medicine; Michelle Durrant, MD, Magnolia Women's Health; Mridula Reddy, MD, Premier Blood and Cancer Center; and Satheesh Kathula, MD, Premier Blood and Cancer Center.

