

MEDICAL NEWS

SERVING KENTUCKY
AND SOUTHERN
INDIANA

**SPECIAL
ISSUE
FOR KMA
MEMBERS**

THE BUSINESS OF HEALTHCARE

\$2.50

April 2018

News in Brief page 2 | People in Brief page 4 | Event Calendar page 6

SPECIAL SUPPLEMENT



FORGING AHEAD

STRATEGIC PLANNING IS NEVER EASY AND IS MADE ESPECIALLY DIFFICULT AS THE TARGET MOVES.

By Ben Keeton

The healthcare landscape continues to evolve, and many providers, organizations and companies are working diligently to develop long-term strategic plans that will encourage growth while maintaining the flexibility needed to adjust to new policies and procedures, which will make change a constant.

At a national level, there has been a significant amount of discussion around



The healthcare environment will continue to change across the nation and inside Kentucky and our individuals and organizations must continue to develop plans that will account for these changes.”

organizations attempting to disrupt the healthcare system. Stories like the burgeoning collaboration between Amazon, JPMorgan Chase and Berkshire Hathaway are examples of non-health-related companies seeking to transform the American healthcare system.

Proposed mergers like CVS and Aetna or Catholic Health Initiatives and Dignity Health show that healthcare companies are also looking for options to stay ahead of the innovation curve and provide new or different offerings to consumers.

Lexington Clinic

Kentucky is home to many healthcare organizations that are also working to bring innovative solutions to the healthcare marketplace.

Lexington Clinic has created a preferred network program, alongside some very innovative employers, to provide meaningful reduction in plan expenditure

Continued on page 8

UnitedHealthcare releases America's Health Rankings on women and children

Kentucky dropped eight spots since 2016, now 42nd overall.

Read more on page 5

Corner Office

Meet Paula Grisanti, chairman and CEO of the National Stem Cell Foundation



Read more on page 7

Insights from industry leaders

Louisville Forum hosts important discussion around the future of healthcare in Kentucky.

Read more on page 17

IN THIS ISSUE

STRATEGIC PLANNING

This month we take a closer look at strategic planning in healthcare industries. Walter Woods, CEO of the Humana Foundation, discusses the newly shifted focus to measurably boost health equity in Louisville. Jack Rudnick, with Thomas More College, discusses a new catalyst to improve healthcare strategic planning which combines Lean and Six Sigma.

Articles start on page 18



KMA
KENTUCKY MEDICAL ASSOCIATION
Physicians Caring for Kentucky



Starting on
PAGE 9

PRSRRT STD
US Postage
PAID
Permit #15
Montroe, GA



New partnership to address workforce shortage

CNAonline.com, powered by Academic Platforms, headquartered in Louisville, is partnering with the Kentucky Association of Health Care Facilities (KAHCF) and Bethel University to provide online certified nursing assistant (CNA) classes with in person clinical labs to address workforce development for KAHCF's members.

KAHCF is the fifth state affiliate of the American Health Care Association (AHCA) to sign an agreement with *CNAonline.com* to market the class to its members, joining Iowa Health Care Association, Indiana Health Care Association, Care Providers of Minnesota and South Dakota Health Care Association.

Groundbreaking for Passport Health and Well-Being Campus



Officials with Passport Health Plan, metro government and other local officials broke ground on March 14 at the site of their new Health and Well-Being Campus. A community forum followed.

Passport Health acquired the property at 18th Street and Broadway in April 2017. Construction on the 337,000 square foot building officially begins this summer and is expected to be finished in 2020.

Passport envisions this Health and

Well-Being Campus becoming a world-class development that fosters innovation and collaboration with community partners, attracts and retains top talent to work for Passport and improves the health and well-being of all Kentuckians.

Among the organizations expected to reside in the new space: The University of Louisville Office of Community Engagement, UofL's School of Public Health and Information Sciences, Gilda's Club and Hosparus Health.

Creative Strategies unveils new name

Medication and care management software solutions company, Creative Strategies, has changed its name to Vita-Stat LLC in a rebranding effort that better aligns with the company's strategy and product offerings.

The Louisville, Kentucky-based company provides point-of-care solutions to error proof the shared process between caregivers and pharmacists in the senior care, assisted living and corrections markets.

Vita-Stat has developed ACCUflo and statDISPENSE. ACCUflo is an intuitive, electronic medication administration record (eMAR) system designed for use among long-term care pharmacies and assisted living, memory care and skilled nursing communities.



The system tracks every step in the medication administration process, simplifying caregivers' duties and workflow by allowing them easy and safe access to residents' medical records, medication, treatments and care tasks.

statDISPENSE is smart padlock technology that turns traditional emergency medicine kits, or "tackle box" exchange systems, into a fully automated dispensing and tracking device that integrates medical record keeping and inventory management into an affordable, simple-to-use solution.

Five stars for State Veterans Center in Hazard

The Paul E. Patton Eastern Kentucky Veterans Center (EKVC) in Hazard has earned a top rating from the federal Centers for Medicare and Medicaid Services (CMS).

The CMS provider rating report released on February 28, 2018 showed that EKVC has achieved a five-star overall quality rating. The rating system assigns each nursing home in the country a rating between one and five



stars in each of three different areas: quality measures, staffing and health inspections. EKVC received four stars in quality measures, five stars in staffing and five stars in health inspections.

KentuckyOne Health partners with Taylor Regional Hospital

KentuckyOne Health announced a new affiliation agreement with Taylor Regional Hospital in Campbellsville. This new agreement will bring greater alignment and support with Saint Joseph Hospital and the Lexington-based KentuckyOne Health.

The affiliation agreement will provide a range of support and increased efficiencies for Taylor Regional Hospital

through Saint Joseph Hospital's tertiary services and expertise. With this partnership, Saint Joseph Hospital will be able to provide access to subspecialty services not currently available in Taylor County. Work has already begun to provide spine surgery at Taylor Regional. Collaboration will also be available in areas such as payer contracting, supply chain and purchasing.

Norton Neuroscience Institute recognized

Norton Neurology Services and Norton Neuroscience Institute Resource Center, have been officially recognized as a Center for Comprehensive MS Care through the National Multiple Sclerosis Society's Partners in MS Care program. This formal recognition – the second in Louisville – honors Norton Neuroscience Institute's commitment to providing coordinated MS care and a continuing

partnership with the society to address the challenges of people living with MS.

The Partners in MS Care program recognizes providers whose practices support the society's initiative of affordable access to high-quality care for everyone living with MS, regardless of geography, disease progression and other disparities.

Hazard to offer evening LPN program

An evening Licensed Practical Nursing (LPN) program will begin during the fall semester at Hazard Community and Technical College (HCTC). The deadline to register is April 1.

A new change involves the testing needed to be enrolled. Now HCTC is

offering the National League for Nursing Pre-Admission Examination (NLN PAX), administered at both the Hazard Campus and Lees College Campus. An ACT score is still required to be on file with the college, but the score does not influence admission to the program.



NEWS IN BRIEF

Smoketown Family Wellness Center grand opening



The Smoketown Family Wellness Center, founded by Dr. Charlotte Stites, celebrated its grand opening on March 24.

The facility offers a new model of healthcare to address social

determinants of health by offering a clinic for pediatric care and healthy lifestyle support for families. It is in the historic Presbyterian Community Center on Hancock Street in Louisville, Ky.

State providing financial assistance to family foster caregivers

The Cabinet for Health and Family Services (CHFS) is allocating additional resources to determine eligibility of financial assistance payments to certain relative and fictive kin caregivers with children placed in their home by CHFS.

An October 2017 federal court ruling by the U.S. 6th Circuit Court of Appeals in the case *D.O. v. Glisson* requires that Kentucky must pay relatives who serve as foster parents in the same manner it pays adults who are licensed as foster parents if the CHFS Department for Community Based Services (DCBS) places the child with the relative, has conducted a home study and background checks, and if CHFS either retains custody of the child or has transferred the child from CHFS' custody to the temporary custody of the



CHFS
KENTUCKY
Cabinet for Health and Family Services

relative or fictive kin.

The ruling also includes fictive kin – close family friends – who provide foster care for children removed from their homes because of abuse or neglect. Payment amounts vary depending on a child's needs but average about \$750 a month per child.

500th heart transplant at Jewish Hospital Trager Transplant Center

The University of Louisville and the Jewish Hospital Trager Transplant Center marked an important milestone—the 500th heart transplant performed at the hospital since the heart transplant program began there nearly 35 years ago.

Dr. Mark Slaughter performed the 500th transplant on February 21 on a 59-year-old man who had a left ventricular assist device implanted to

support his heart until the donor heart was available for transplant. An LVAD is a surgically implanted mechanical pump attached to the heart.

The first heart transplant at the hospital, which was also the first heart transplant in Kentucky, took place on Aug. 24, 1984, performed by the University of Louisville's Laman Gray Jr., MD.

News in Brief continued on page 5

IT TAKES
BOLD ACTION
TO REDUCE
CANCER IN
KENTUCKY

MARKEY CANCER CENTER

See how at ukhealthcare.com/lesscancer



An NCI-Designated Cancer Center



EVENT CALENDAR

**“Someone You Love: The HPV Epidemic” film viewing**

April 10

Time: 5:30 to 8 pm

“Someone You Love: The HPV Epidemic” film viewing

Location: New Albany-Floyd County Public Library, 180 W Spring St., New Albany, Ind. 47150**Info:** Film /panel discussion on the importance of HPV awareness and vaccination, and the stories of survivors. CME, CPU, CNE credits are available to clinicians. For more information contact elizabeth.holtsclaw@cancer.org.**Nursing Leadership Lecture Series**

April 11

Location: UK Chandler Hospital, Pavilion A Auditorium, 1000 S. Limestone, Lexington, Ky. 40536**Info:** Features three prestigious nurse leaders who will examine leadership practices in an evolving healthcare environment. UK alumnus Tonda Hughes, director of global health research at Columbia University, will deliver the inaugural Sexton-Weaver Lectureship. For more information visit uky.edu/nursing.**National Healthcare Decision Day**

April 13

Info: A 50-state annual initiative that works through providers and facilities to provide clear, concise and consistent information on advanced care planning and end-of-life decisions, and the tools and resources to make the process easier. For more information visit nbdd.org or email debra.gleason@uky.edu.**Indiana Health Care Association (IHCA) 2018 Spring Conference**

April 16

Time: April 16 Alzheimer’s Disease & Dementia Care Seminar: 8 am to 4:30 pm; April 17: noon to 5:30 pm; April 18: 7:30 am to 3:15 pm**Location:** French Lick Resort, 8670 West State Road 56, French Lick, Ind. 47432**Info:** The topic is “All About Regulations (Clinical & Life Safety Code).” Also feature a pre-education event, the Alzheimer’s Disease and Dementia Care Seminar. For more information visit ihca.org.**Appalachian Research Day 2018: Come Sit on the Porch**

April 16-18

Time: 8 am**Location:** First Federal Center, 655 Main St., Hazard, Ky. 41701**Info:** UK researchers work closely with communities throughout Appalachia to learn more about health issues and improve wellbeing. Appalachian Research Day is an opportunity to highlight community-based research that begins at the local level and builds upon relationships between people, neighborhoods and groups who have common interests and concerns. For more information visit ruralhealth.med.uky.edu.**Annual CONVENE - CONNECT - CELEBRATE!**

April 18

Time: 8:30 to 11:30 am**Location:** Sts. Mary and Elizabeth Hospital, Community Assembly Room, 4402 Churchman Ave. # 102, Louisville, Ky. 40215**Info:** Focusing on families with children and adolescents impacted by physical, developmental or emotional disabilities.**Kentucky Coalition of Nurse Practitioners and Nurse-Midwives Annual Conference**

April 18-21

Location: Lexington Convention Center, 430 W. Vine St., Lexington, Ky. 40507**Info:** Contact Suzanne Adams at conference@kcnpm.org or 859-230-8573 for more information.**KPCA Integrated Behavioral Health Conference**

April 20

Time: 8:45 am to 4:45 pm**Location:** Holiday Inn - Louisville East, 1325 South Hurstbourne Parkway, Louisville, Ky. 40222**Info:** For Kentucky Primary Care Association (KPCA) members, who have integrated behavioral health services and/or are considering integration. Contact info@kypca.net or 502-227-4379 with questions.**70th Annual Kentucky Public Health Association Conference**

April 25-27

Time: April 25: 8 am to 5:15 pm; April 26 Student Day: 8 am to 5:15 pm; April 27: 9:15 to 11:30 am**Location:** Northern Kentucky Convention Center, 1 West Rivercenter Blvd., Covington, Ky. 41011**Info:** The theme is “Creating Resilient and Healthy Communities.” For more information visit kpha-ky.org.**30th Annual East Kentucky Leadership Conference**

April 27-28

Location: Eastern Kentucky University, Hindman Settlement School, 71 Center St., Hindman, Ky. 41822**Info:** Sessions about Eastern Kentucky issues, speakers who challenge Eastern Kentuckians to become leaders in their communities and the annual awards ceremony. To learn more and register visit eklf.org.**HAVE AN EVENT FOR
OUR PRINT OR ENEWS
CALENDAR?**Email news@igemedia.com



UnitedHealthcare releases America's Health Rankings on women and children

Kentucky dropped eight spots since 2016, now 42nd overall.

By Sally McMahon

A new America's Health Rankings Health of Women and Children Report released by United HealthFoundation finds concerning increases in several of the nation's key mortality measures for women and children. The report builds on the inaugural 2016 Health of Women and Children Report.

How Kentucky Fared

There are a few bright spots including the low cost of infant child care, high prevalence of well-woman visits and low prevalence of substance dependence or abuse among adolescents.

But, challenges remain, such as the high prevalence of tobacco use during pregnancy, the high prevalence of smoking among women and the low prevalence of neighborhood amenities.

Using the Data

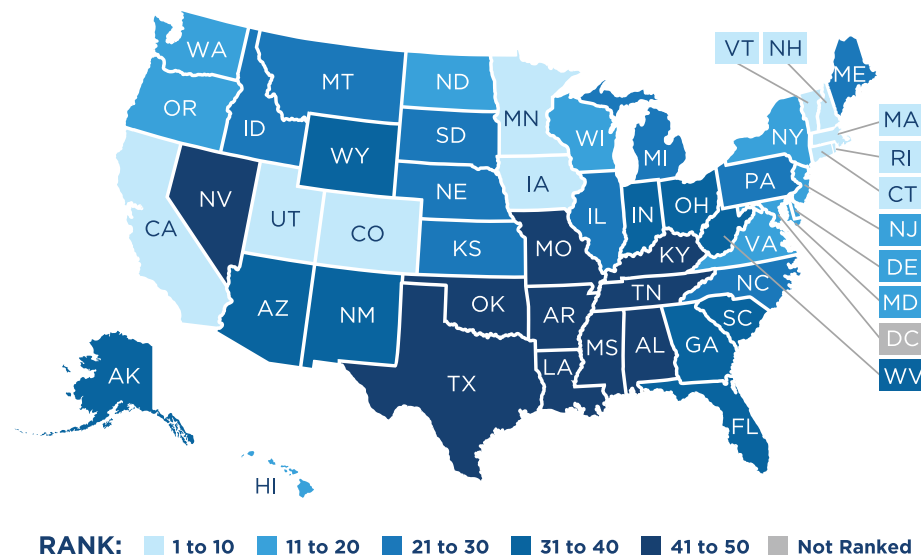
This data provides a benchmark for communities and healthcare providers across the country as they work to improve the health and well-being of women, infants and children. Providers can focus efforts on areas where improvement is most needed.

Kentucky, it's no surprise children have excess weight, as women are often the decision-makers in a family."

This is a good place for pediatricians to start a conversation. Vojta said, "Women will make changes to help their children, if the healthcare provider raises the issue in a respectful manner."

Practice managers can also benefit from this data. Vojta said, "Solid data is the foundation for decision-makers when they are deciding where to put budget and resources. This data allows them to use the resources smarter."

HEALTHIEST STATES FOR WOMEN, INFANTS AND CHILDREN



VOJTA

Deneen Vojta, MD, a pediatrician and senior adviser to United Health Foundation, said, "The population in Kentucky is different than in other states, especially with lifestyle issues. Since there is a high prevalence of women who are obese in

News in Brief continued on page 17



There are a few bright spots including the low cost of infant child care, high prevalence of well-woman visits and low prevalence of substance dependence or abuse among adolescents."

Kentucky dropped eight spots since the last issue in 2016 and is now 42nd overall. Since the 2016 edition:

- **Drug deaths** increased 27 percent from 23.0 to 29.1 deaths per 100,000 females aged 15-44.
- **Well-woman visits** among women aged 18-44 increased nine percent from 67.6 percent to 73.7 percent.
- **Tobacco use** during pregnancy decreased six percent from 20.7 percent to 19.5 percent of live births.
- **Neonatal mortality** decreased five percent from 4.1 to 3.9 deaths per 1,000 live births.
- **Teen suicide** increased 25 percent from 9.5 to 11.9 deaths per 100,000 adolescents aged 15-19.
- **Meningococcal immunization** among adolescents aged 13-17 increased 10 percent from 78.2 percent to 85.9 percent.

United Health Foundation identifies areas of success as well as challenges for the health of women, infants and children. The report utilizes 62 health indicators, including those that examine the community and environment, clinical care, behaviors, policies and health outcomes, to better understand the changing health of women and children across the country and state-by-state.



Family Health Centers

Help families by joining ours.

The Family Health Centers provides integrated behavioral health and substance use treatment services in a community health care setting. We are seeking LCSWs who have substance use treatment experience and a passion for working with underserved populations.

To learn more contact: rgoodman@fhclouisville.org or visit www.fhclouisville.org/careers

PEOPLE IN BRIEF



Baptist Health



Baptist Health Floyd recently named Cathy Kidd, PhD, as its new executive director of finance.

KIDD

Hardin Memorial Health



Barrett Brown, MD, will join Highland Memorial Health Medical Group Neurosciences.

BROWN

Hosparus Health



Bethany Cox Snider, MD, was hired as vice president and chief medical officer.

SNIDER

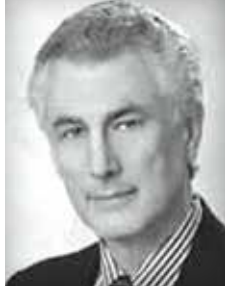
Hosparus Health



Jim Gaffney, MD, retired in March as chief medical officer.

GAFFNEY

Kaplan Barron Pediatric Group



John Roth, MD, is retiring after 45 years with the practice.

ROTH

McBrayer



Attorney Emily Cowles was appointed to a three-year term as an attorney member of the Kentucky Bar Association Inquiry Commission.

COWLES

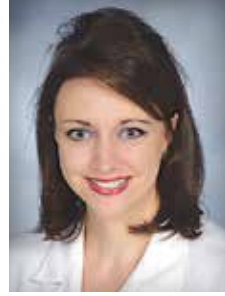
Passport Health Plan



Mark Carter, CEO, has been named chair of the board of directors of the Foundation for a Healthy Kentucky.

CARTER

University of Louisville



Elisabeth Volpert, the School of Nursing's first doctor of nursing practice cohort, has been selected for the Fellows of the American Association of Nurse Practitioners Mentorship Program.

VOLPERT

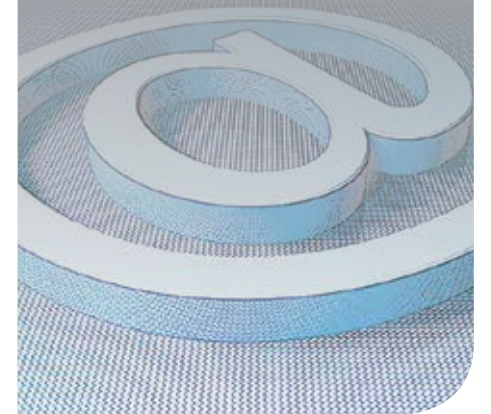


Beverly Williams Coleman, with the School of Nursing, has been chosen as a fellow for the Duke-Johnson & Johnson Nurse Leadership Program.

COLEMAN

KNOW SOMEONE WHO IS ON THE MOVE?

Email sally@igemedia.com



TEG ARCHITECTS

Architecture | Planning | Interior Design



PRODUCTIVE CARE
EFFICIENT DESIGN®

Aligning Strategic Visions | Exceptional Collaboration

Health Care | Commercial | Educational

www.teg123.com | 502.561.8440



Meet Paula Grisanti, chairman and CEO of the National Stem Cell Foundation



GRISANTI

Medical News: Were you in leadership roles early on?

Paula Grisanti: Yes, in business and on boards. Sold my full-time dental practice to join Jewish Hospital's management team in the mid 80's, owned and operated brand licensing and corporate gift company, chaired several committees and boards for non-profit organizations.

MN: Tell me about your first job out of college.

PG: I went straight from college to dental school at the University of Louisville. I moved to Louisville not expecting to practice here – or in Kentucky. I met my husband, Michael, about three months into my freshman year; we were married a year and a half later.

MN: How did you end up at the National Stem Cell Foundation (NSCF)?

PG: I'm one of the founding members

FAST FACTS

- Hometown** - Ashland, Kentucky
- Family** - Husband Michael and three grown sons.
- Best vacation spot** - Colorado or Michigan
- Favorite album or band** - Currently listening to Kristin Chenoweth, St. Paul and The Broken Bones and Linda Eder, just as likely to be listening to Broadway or Etta James.
- Coffee, tea or other** - A cup of coffee in the morning, iced green tea all day long.

of the Foundation, as are other members of our Board. We came together 15 years ago to form a nonprofit that would advance research with the potential to treat or cure diseases and conditions that affect millions

of people worldwide.

Stem cell therapies have been saving lives since the 1950's – you just knew them as bone marrow (stem cell) transplants. Now you know them as immunotherapy, or a way to repair heart damage after a heart attack, or a way to regenerate cartilage damaged by injury or age – or as potential therapies for MS, Parkinson's and ALS. The ability to harness the power of your own cells to regenerate or repair damaged tissue launched an entirely new field of medicine, regenerative medicine, that forever changed the way we look at disease and injury.

Today, research, education and advocacy are the three platforms of NSCF. We partner with large national organizations to co-fund high potential research projects and clinical trials, fund an innovative national scholarship program for middle school science teachers inspiring the next generation of STEM (science, technology, engineering and math) pioneers and fund a program that helps children of limited means participate in clinical trials for rare diseases.

MN: Describe the culture or the organization.

PG: We adopted a unique, full collaboration business model several years ago and believe strongly that partnership is key to progress. We partner on virtually every project we fund to double the impact of donor dollars.

MN: Tell me about your management style.

PG: I run the day-to-day operations of NSCF and interact with our researchers and educators nationwide, but I couldn't do it without the team we have in place. My job is to hire the best people for the job, empower them to do what they do best and stay out of the way.

MN: What advice do you give to graduating college students?

PG: Determination and perseverance mean at least as much as how much you know.

MN: What might somebody say in a meeting that, to you, sounds like nails on a chalkboard?

PG: It can't be done.

Healthcare Professional Liability **PROASSURANCE**
Treated Fairly

Ward's **50/2007** since

A.M. Best **A+** (Superior)

76% Policyholders
Satisfied

73% Industry
Financial
Outcomes

500+ Hospitals,
Clinics,
& Facilities
Served

78K+ Physicians

50 States where ProAssurance > HCPL

Assets **\$5B/\$3B** Liabilities

40+ World's
Top
Professional
Liability

11K+ Hospital
Group
Members

healthy vitals

ProAssurance has been monitoring risk and protecting healthcare industry professionals for more than 40 years, with key specialists on duty to diagnose complex risk exposures.

Work with a team that understands the importance of delivering flexible healthcare professional liability solutions.

PROASSURANCE
Treated Fairly

Healthcare Professional Liability Insurance & Risk Resource Services

When you are treated fairly you are confident in your coverage • 800.282.6242 • ProAssurance.com



Forging Ahead

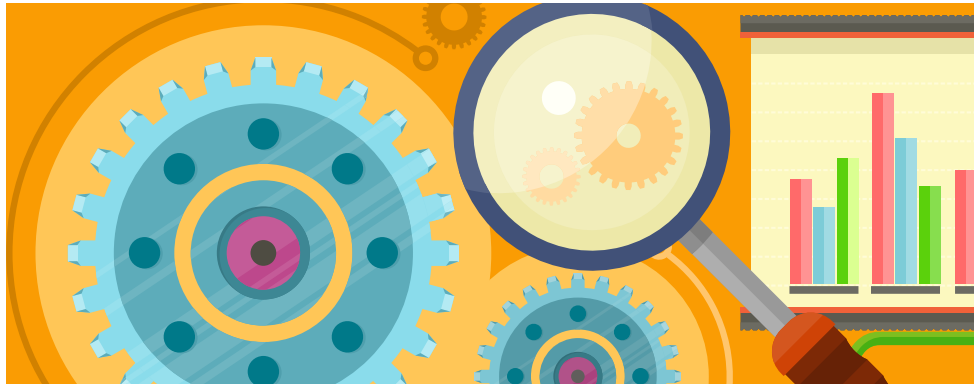
Continued from cover

for the employer and its members, as well as preserve and improve the health of employees with more comprehensive longitudinal care management.



Stories like burgeoning collaboration between Amazon, JPMorgan Chase and Berkshire Hathaway are examples of non-health-related companies seeking to transform the American healthcare system.”

This program combines population management and health plan design to offer access to preferred providers through member navigation and care management.



Bluegrass Care Navigators

Organizations like Bluegrass Care Navigators are also looking at strategic ways to address concerns with patients suffering from serious illness. They are taking the approach of actively listening to the community to better understand what their partners and consumers need and engaging providers in meeting those needs.

They are intentional about reviewing and resetting strategic goals

quarterly because healthcare and community needs are changing fast. The new Adult Day and Neonatal abstinence syndrome (NAS) and low birth weight baby transition care programs are examples of community need coupled with the organization’s desire to serve, in a sustainable and strategic way.

Kentucky Medical Association

The physician community in Kentucky

also has a focus on strategic planning. Recognizing the need to realign resources and establish priorities, the Kentucky Medical Association began a strategic planning process in 2013 that resulted in a more nimble organization that better served its membership. This issue of Medical News includes a special supplement, examining the organization’s results five years later. Make sure to check out the results starting on page nine of this issue.

The healthcare environment will continue to change across the nation and inside Kentucky and our individuals and organizations must continue to develop plans that will account for these changes.

Strategic planning is never easy and is made especially difficult as the target moves. However, many of the organizations in Kentucky are examples of adapting in these challenging environments.

YOUR KENTUCKY LAW FIRM FOR HEALTHCARE.

This is an advertisement. Services may be provided by others.

For more information about our firm, our healthcare practice, and how we can benefit you, please contact one of our nationally-recognized healthcare lawyers.

Kerry B. Harvey
859.899.8739 | kharvey@dickinsonwright.com

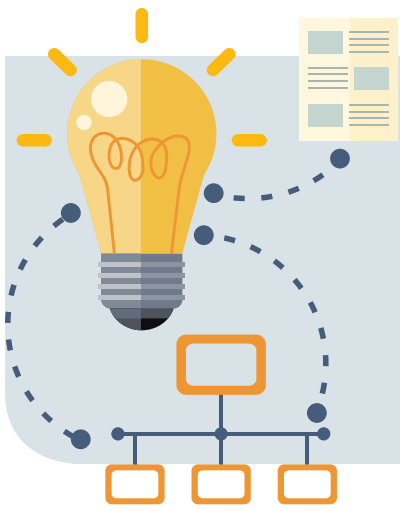
C. Timothy Gary
615.780.1105 | tgary@dickinsonwright.com

DICKINSON WRIGHT PLLC
DICKINSONWRIGHT.COM

CRUX
STRATEGIES

WRITE FOR MEDICAL NEWS

Contact sally@igemedia.com for more information.



Strategic Planning Shows Success Five Years Later



The KMA was trying to be all things to all people. Strategic planning realigned resources and centered its priorities.

When people think of “strategic planning” they might envision a weekend in which a handful of leaders come up with broad goals for their organization’s future.

The Kentucky Medical Association (KMA) took a different approach five years ago. A diverse group of physicians who were involved in the KMA, but not on the board, met a half-dozen times over the course of a year and made specific recommendations on everything from establishing priorities to budgeting and member participation.

“The process made us a modern association,” said KMA’s Executive Vice President Patrick Padgett. “Our advocacy, our communications, even our operations are now more streamlined and focused.”

Focus Forward

Since its inception more than 150 years ago, the KMA has worked on a variety of issues, most notably public health and legislative advocacy. And as medical issues became more complicated, the KMA found itself trying to be all things to all people. “It worked sometimes,” says Fred Williams, MD, who was KMA President in 2013 and led the strategic planning process. “As an organization, it seemed like everyone was coming to us, expecting us to address every issue



with an unlimited amount of resources. We simply couldn’t do that.”

The organization had to realign its resources and center its priorities. “I think everyone saw the need to focus,” Williams said. “We needed to know what our membership valued the most. That’s why we purposely did not put board members on our strategic planning group. We needed a fresh set of eyes.” To emphasize the goal of sharpening

resources and priorities, Williams named the group “Focus Forward” to make sure everyone understood the goal so that the organization could thrive in the future.

The group met a number of times over the course of a year, looking at all aspects of the KMA. “There aren’t a lot of people that will sit through discussions about budgets and then apply what they digested,” said Padgett. “But this group of physicians was dedicated and did a great job.”

“Focus Forward allowed us to be more nimble and operate as a modern association. We are able to get more done with less.”

Patrick Padgett
KMA Executive Vice President

The group consisted of practicing physicians from various specialties, along with one physician CEO, and another who served as a health plan CMO. One medical student was also included. “It was a very diverse group,”

Continued on page 11

IN THIS ISSUE

A Letter from KMA

Five years later, the benefits of strategic planning are evident to KMA’s newest employee

Read more on page 10

Advocacy as a Focus

Member input and engagement drives KMA legislative priorities

Read more on page 11

Maurice J. Oakley Makes Eliminating Barriers to Care the Focus of His KMA Presidency

Improving patient care by reducing administrative burdens

Read more on page 12

Beyond the White Coat

Pursuing passions and hobbies to avoid burnout

Read more on page 12

Leadership as a Focus

Innovative programs help physicians make a bigger impact in their communities

Read more on page 14

Forward Focus

2018 KMA Annual Meeting to reflect on strategic planning anniversary

Read more on page 15





A Letter from KMA

Five years later, the benefits of strategic planning are evident to KMA's newest employee.



Emily Schott
Communications Director
Kentucky Medical Association

As Communications Director for the Kentucky Medical Association (KMA), I'd like to welcome you to this special supplement to *Medical News*.

Being relatively new to the Association, working to put together these articles was a learning experience, as I wasn't around five years ago for *Focus Forward*, KMA's 2013 strategic planning session. However, it has since become clear to me, especially from a communications standpoint, what a successful and beneficial process this was for our organization. *Focus Forward* truly

made KMA a modern association, and I am grateful to reap the fruits of that labor as a member of the KMA team in 2018.

“If you want to go fast, go alone. If you want to go far, go together.”

The process wasn't without its challenges of course, but as with most endeavors, it was made easier

through the tireless efforts of staff, the KMA board and a group of dedicated member volunteers. An African proverb echoes the value of such collaboration: *If you want to go fast, go alone. If you want to go far, go together.*

It is KMA's hope that our experience through strategic planning will serve as an inspiration for other organizations who may be considering a similar journey. *Focus Forward* may have brought us into the twenty-first century as an organization, but it is the passionate work of our physician members, residents and medical students who continue to bring value to KMA and ensure we meet our collective goals. The future of organized medicine is bright, and I'm excited to see how far the next five years takes us.

A Letter from *Medical News*



Ben Keeton
Publisher

Welcome to this special edition of *Medical News*! We are incredibly proud to partner with the Kentucky Medical Association to provide an inside look at the significant strides the physician community has made over the last five years.

From advocacy efforts to leadership planning, KMA has developed a very intentional approach to strategic planning. We felt that their story was one that would resonate with the healthcare community as a whole.

We are also excited to welcome all the KMA members to our publication. If you are new to *Medical News*, we hope that you will stick around for a while. Each month, our publication talks about topics that are relevant to

people who work in the business of healthcare in Kentucky and Southern Indiana. We work hard to find the best voices to help explain the complex policies, regulations and trends that effect the way you practice medicine.

If you would like to stay informed, we are pleased to offer all KMA members a complimentary subscription to *Medical News*. Just visit www.medicalnews.md/KMA to sign up.

Thank you to KMA for being leaders and innovators. We appreciate the opportunity to share this information with the healthcare community across our region.

KMA EXECUTIVE COMMITTEE

Maurice J. Oakley, MD
President

Bruce A. Scott, MD
President-Elect

R. Brent Wright, MD
Vice President

Robert H. Couch, MD
Secretary-Treasurer

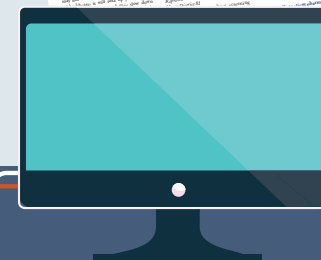
Dale E. Toney, MD
Board Chair

Michael K. Kuduk, MD
Vice Chair

Carolyn S. Watson, MD
Trustee

J. Roger Potter, MD
Trustee

COMPLIMENTARY SUBSCRIPTION TO MEDICAL NEWS



JUST VISIT
MEDICALNEWS.MD/KMA
TO SIGN UP.

Strategic Planning Shows Success Five Years Later

Continued from page 9

Williams said, “and their varying backgrounds helped to bring different perspectives to our analysis.”

Member Input

The group had its own ideas about what it thought KMA should do to change. But it also wanted to hear from the KMA membership. So they developed a survey to ask about various KMA programs and activities, as well as the value of each activity. The results were illuminating.

“The membership liked and valued our advocacy program,” Williams said. “But other parts of the organization, such as ways for members to be involved, were not rated so high. It was also apparent that we needed to modernize our communications.”

KMA hired an outside consultant, Nancy Wisner, to help with the survey process, as well as revamp communications. “Her expertise was really helpful,” Padgett said. “She conducted an overall assessment of our communications and made recommendations.”

Plan Adoption

The group’s list of proposals for change was specific and, in some instances controversial. Williams became the face of change and the one who presented the plan to the KMA leadership, as well as the general membership. He had arguments and data to back up their recommendations.



But Padgett suggested adding a picture to make the point. As a former navy officer, Padgett prepared a slide showing a photo of an American battleship from the time that the KMA last made significant changes – the early 1900’s. Beside it, he put a photo of the navy’s most advanced aircraft carrier. “It got their attention,” Williams

“I think everyone saw the need to focus,” Williams said. “We needed to know what our membership valued the most.”

Fred Williams, MD
KMA President 2013

said, “and painted a picture of the need for change.”

Not everything the group wanted got adopted, “but ninety-five percent did,” Williams said. It took another year to adopt the changes, which included one-time expenditures that ate into the association’s financial reserves. Williams commends his successor as President, David Bensema, MD, with being the leader who implemented the changes. “Dave was great,” Williams said. “He was supportive of the reforms, and with his organizational expertise, he was able to ensure the changes were done correctly.”



WILLIAMS



BENSEMA

Williams was recently honored by the KMA at its 2017 Annual Meeting with the Distinguished Service Award for his work on Focus Forward. “It was a team effort,” Williams said. “From the Focus Forward group, to our board and our staff, everyone made it happen.”

Today, KMA has a communications director, something it did not have prior to the strategic planning session. Legislative advocacy has been very successful over the past few years. And KMA members are more involved through issue specific commissions and new physician leadership programs.

All of this happened at the same time KMA cut its resource footprint and moved its headquarters into smaller, more cost-effective space. “Focus Forward allowed us to be more nimble and operate as a modern association,” Padgett said. “We are able to get more done with less. Our members are asked to do that daily in their practices, and that’s what they expect us to do as well.”

Advocacy as a Focus

Member input and engagement drives KMA legislative priorities.

KMA has had a long-standing presence in Frankfort, but member participation had trailed off over the years prior to the Focus Forward initiative. And physicians were also leery of the political process.

“Advocacy had to be a focus for the organization,” said Fred Williams, MD, who led the Focus Forward initiative. “But we had to focus our advocacy for it to work better.”



Sen. Ralph Alvarado, MD

The group recommended prioritizing KMA advocacy goals each year. But its definition of advocacy was broader than just political advocacy. It also included public health and community relations.

The Focus Forward group developed a formula for leadership to use in choosing advocacy priorities. Padgett says the formula works well. “Our leadership looks at specific things to determine what the organization’s priorities will be, and that allows us to direct our resources on the issues they choose.”

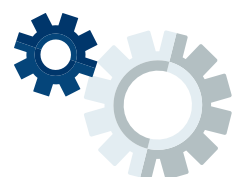
Another big lift to KMA’s advocacy efforts came with the election of State Senator Ralph Alvarado, MD, who had served on the KMA Board of Trustees. “After he was elected, Senator Alvarado came to us and asked about our priorities,” Padgett said. “We gave him a short list and he went to work.”

One of the goals, both legislatively and from a public health perspective, was addressing the issue of smoking, which continues to be a major health concern in Kentucky. Rather than use resources on a number of issues, KMA focused on smoking cessation through the development of a statewide

campaign called “Commit to Quit.”

It was during that campaign that members began to tell stories about the lack of coverage and support from insurers on smoking cessation. Once KMA conducted some research, Senator Alvarado and others sponsored legislation to address the problems, and in 2017 Senate Bill 89 was passed and signed into law in Kentucky.

“That law shows physicians and their professional organization at its best,” said Sen. Alvarado. “We did something that we hope will have a major impact on the health of Kentuckians, which is what I wanted to do when I got elected.”



Maurice J. Oakley Makes Eliminating Barriers to Care the Focus of His KMA Presidency



MAURICE J. OAKLEY, MD

ASHLAND
OPHTHALMOLOGIST

When Maurice J. Oakley, MD, an Ashland ophthalmologist, assumed the position of President of the Kentucky Medical Association (KMA) at the Association's Annual Meeting in Aug. 2017, he had several goals in mind. However, one stood out above the rest, and seemed to be intertwined with other issues plaguing physicians and patients across the state: administrative burdens.



Following the example set by KMA's 2013 strategic planning session, Oakley decided to focus his efforts and make reducing administrative burdens central to his year as president. He began collaborating with KMA staff to develop a plan for tackling the issues that contribute to physician burnout and patient dissatisfaction, increase the cost of care and ultimately impact overall health outcomes.

What would eventually become the initiative *AIM for Better Care: Administrative Improvements in Medicine* began with Oakley's monthly President's Message in the KMA member publication *Kentucky Health eNews*. The first message, released in November, solicited an overwhelming response from members who felt the Association and Oakley were speaking to the concerns of the majority of physicians across the state.

"I think as physicians, we understand that documenting and reporting on the health of our patients is part of the job. But we spend an

overwhelming amount of time in front of a computer and not in front of a patient. This isn't sustainable and shouldn't be acceptable," said Oakley.

As the messages continued, specific issues were outlined with feedback from the membership. An email address that members could use to send in their own reactions and insights was established. Prior authorizations, use of appropriate CPT coding, and consistent reporting of quality measures were discussed as examples of barriers to providing care.

"Patients suffer from limited face time, rushed, impersonal visits and reduced access to care as the result of excessive administrative and clerical tasks. And in a state like Kentucky that falls near or at the bottom of many health rankings, we can't afford to stand idly by and wait for changes to be made," Oakley wrote in December.

Improving patient care remained at the forefront as the project took shape. KMA compiled a list of key issues that negatively impact Kentuckian's health and where administrative barriers may contribute to the problem. KMA used the 2017 passage of Senate Bill 89, which removed widespread administrative barriers to tobacco screening and cessation programs, as inspiration. The five areas identified as the focus for the project were smoking, drug abuse, diabetes, obesity and flu/pneumonia.

“I think as physicians, we understand that documenting and reporting on the health of our patients is part of the job. But we spend an overwhelming amount of time in front of a computer and not in front of a patient. This isn't sustainable and shouldn't be acceptable.”

With an overall goal and focus areas identified, *AIM for Better Care: Administrative Improvements in Medicine*, launched in February. KMA staff is currently working with county medical societies to set up meetings across the state for physicians and office personnel to share their information and opinions on how these issues can be tackled. Oakley insists solving these problems will result from a combination of advocacy, education and public awareness.

"This project is just getting off the ground, but I see it as a long-term initiative that will evolve as the healthcare industry changes," said Oakley. "Physician voices are just far too valuable to be drowned out by noise from those not on the frontlines of patient care every day."

Beyond the White Coat

Gallery to Display KMA Member Talents Outside of Medicine.

The job of a physician is more than just a profession. It's a mission. But it's also one that can easily become the center of a person's identity and has the potential to lead to burnout.

The added stresses from unnecessary administrative burdens can cause emotional exhaustion and depersonalization. A recent Medscape study cited "too many bureaucratic tasks, spending too many hours at work, feeling like just a cog in a wheel and increased computerization of practice" as the top causes of physician burnout.

Many experts believe that physicians maintaining interests and

hobbies outside the clinical setting is one of the most effective ways to combat this issue. KMA's 2018 Annual Meeting will feature Paducah physician and author Shawn Jones, MD, FACS, whose book, *Finding Heart in Art: A Surgeon's Renaissance Approach To Healing Modern Medical Burnout*, uses Renaissance paintings as a framework to explain how medical professionals can manage fatigue.

In addition, KMA is planning to



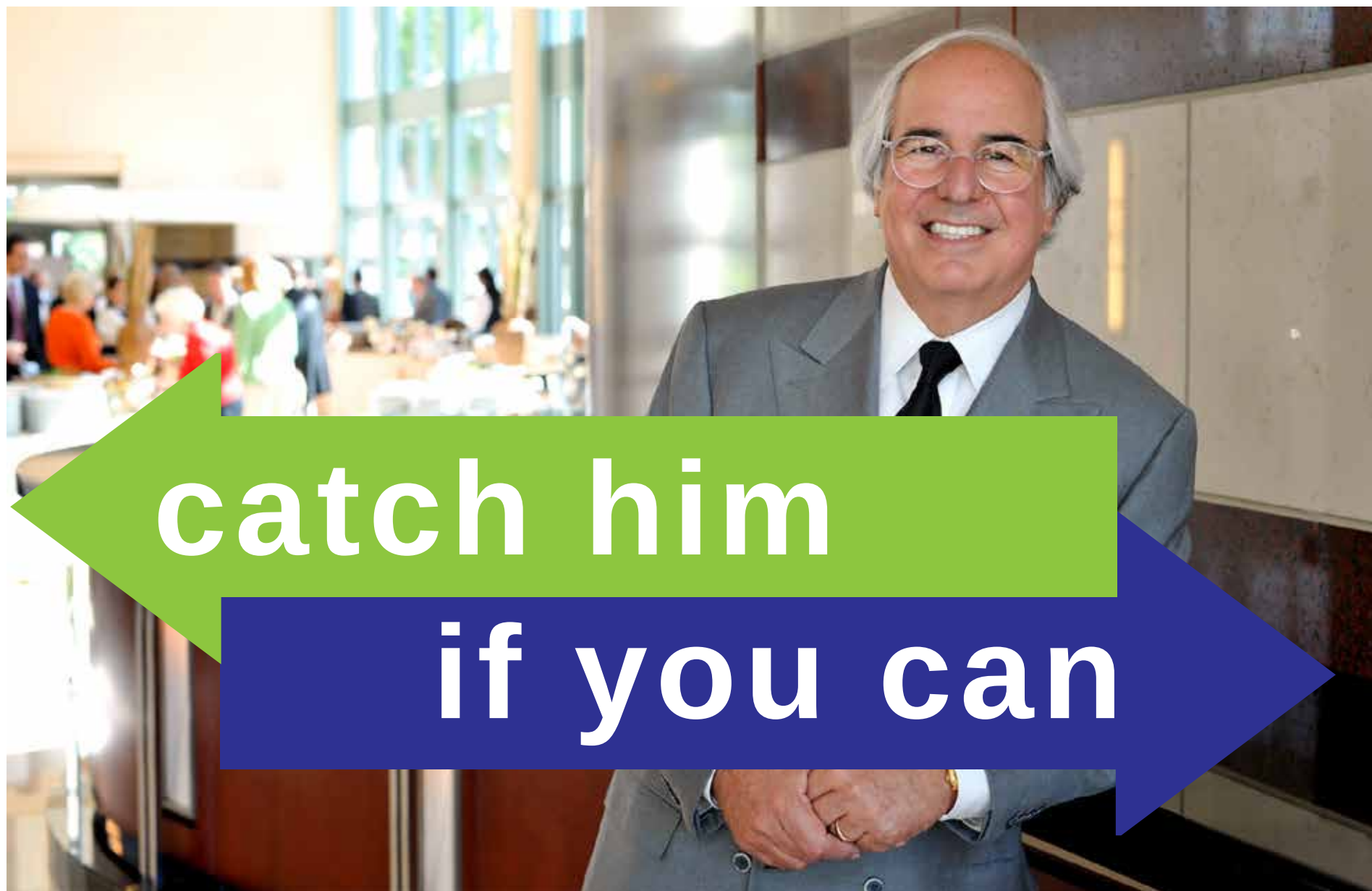
recognize and celebrate the interests of physicians outside their exam rooms with its *Beyond the White Coat* gallery, to be held during the 2018 KMA Annual Meeting. *Beyond the White Coat* will share the talents and hobbies of KMA physicians. Anything that brings balance and enjoyment to a physician's notoriously busy life is eligible for submission.

As a physician, what do you do

when you're not in your white coat? Do you enjoy photography? Do you play an instrument? Do you consider yourself

a writer, artist, athlete or chef? *Beyond the White Coat* seeks to showcase the unique talents of the medical community.

KMA is accepting submissions for *Beyond the White Coat* through July 1. For more information or to be included, members are asked to contact Miranda Mosley, KMA Education Director, at mosley@kyma.org.



Don't Miss Frank Abagnale, Jr. at KMA's 2018 Annual Meeting!

He was a pilot, a lawyer, and yes, even a doctor...all before the age of 21. The problem is, he wasn't actually any of those things at all.

The Kentucky Medical Association (KMA) is excited to host author and renowned cybersecurity and fraud prevention expert Frank Abagnale, Jr. at its 2018 Annual Meeting. Known as one of the greatest imposters and con men of all time, Abagnale was the subject of the 2002 Steven Spielberg film *Catch Me If You Can*, starring Leonardo DiCaprio and Tom Hanks.

Today, he's one of the world's most respected authorities on forgery, embezzlement and secure documents. Abagnale will detail his life as a trickster and share advice on how to protect yourself from fraud and identity theft...from someone who used to do it all.



REGISTER TODAY!

KMA Annual Meeting

"Forward Focus:

The Path to Physical and Fiscal Health"

Aug. 24-26, 2018 | Louisville Marriott East

More information and registration available at

www.kyma.org

Hurry, space is limited!

FORWARD
FOCUS

THE PATH TO PHYSICAL AND FISCAL HEALTH

KMA ANNUAL MEETING | AUG. 24-26, 2018 | LOUISVILLE MARRIOTT EAST

Leadership as a Focus

Innovative programs help physicians make a bigger impact in their communities.



From left: Mamata Majmundar, MD, LaTonia Sweet, MD and Philip Hurley, MD share feedback during one of KMA's Kentucky Physicians Leadership Institute (KPLI) sessions.

participate in the KPLI, and also makes grants available to charitable organizations for which Community Connectors volunteer.

"Our new advocacy programs and outlets have helped us make more of an impact," Wright said. "Just this past year, our annual meeting featured author Sam Quinones, who wrote a great book about the opioid epidemic. He said he thought the answer to solving that epidemic was in rebuilding our communities. That night, I was recognized as a KMA Community Connector. The coincidence of that recognition and his opinion on how to address the opioid issue did not escape me."

Future Physicians

The KMA's strategic planning success became so apparent, a group

Continued on page 15

Since the implementation of Focus Forward, KMA has directed its member education and training on leadership skills and other non-clinical topics, with some clinical training mixed in. The KMA's Annual Meeting, for instance, used to include a variety of clinical topics. Now, the education offered at the meeting is known as the KMA Leadership Conference, with various speakers from around the country on subjects that help physicians take a leadership role in their communities, such as communications and health policy presentations.

In 2017, with the help of the Kentucky Foundation for Medical Care, KMA began a new physician leadership training initiative known as the "Kentucky Physician Leadership Institute," or KPLI. Working with staff from Butler University, the new four weekend cohort program includes training specific to personal leadership, business leadership and advocacy leadership, and concludes with the KMA's Leadership Conference. Last year's class of physicians had the chance to interact with health system leaders, political leaders and a state Supreme Court Justice, all while learning various leadership skills.

KMA also introduced its new Community Connector Leadership

Program that recognizes physicians who take a leadership role in their communities. This program created a ready-list of physicians around the state who can step up when needed.

"Our Community Connectors provide leadership to organizations in their communities, both inside and outside of medicine," said KMA's Vice President Brent Wright, MD, who was KMA board chair during the Focus Forward initiative. "I'm a Community Connector myself and that unique recognition provides physicians with a variety of ways to become further involved."

KMA provides scholarships to Community Connectors who want to



Tuyen Tran, MD (left) and Danesh Mazloomdoost, MD

James L. Borders, MD (left) and Mamata Majmundar, MD





The first class of Kentucky Physicians Leadership Institute participants were recognized during the KMA Leadership Dinner at the 2017 KMA Annual Meeting. **From front left:** Tuyen Tran, MD of Lexington, Danesh Mazloomdoost, MD of Lexington, James L. Borders, MD of Lexington and Mamata Majmundar, MD of Lexington. **From back:** Casey Lewis, MD of Mt. Washington, Jonathan Walters, MD of Paducah, LaTonia Sweet, MD of Winchester and John Patterson, MD of Lexington. Not pictured: Philip Hurley, MD of Owensboro and Monalisa Taylor, MD of Louisville.



Six physicians completed the 2017 KMA Community Connector Leadership Program. **From left:** R. Brent Wright, MD of Glasgow, Robert Couch, MD of Louisville, Patrick Withrow, MD of Paducah, Cynthia Rigby, MD of Louisville, and Sandra Shuffett, MD of Nicholasville. Not pictured: Robert Zaring, MD of Louisville.



Students from the University of Kentucky College of Medicine attended the American Medical Association (AMA) State Legislative Strategy Conference in Florida in January. **Pictured from left:** KMA President-Elect Bruce Scott, MD, Lincoln Shade, Jessica Adkins, Courtney Collins, Anita Shanker and Yuxi Zhang. Not pictured: Neil Horsley.

Continued from page 14

of UK and UL medical students wanted to conduct their own session to see how they might become more involved in the KMA. The students met at KMA headquarters and with the assistance of Patrick Padgett and consultant Nancy Wisner, developed a new medical student leadership program that continues today.

"We had over fifty students honored at our annual meeting last year for completing the Medical Student Outreach and Leadership Program (MSOL)," Padgett said. "Medical students value their professional

association as much as physicians who practice today. That's a great sign for the future."

The main facet of the student program includes presentations on health policy and personal issues that students don't normally hear during medical school. Padgett said after one presentation to a group of medical students, he ran over time and apologized to a faculty member ready to start class.

"No problem," the faculty member said. "I wish someone had told me that stuff before I went into practice."

Forward Focus

2018 KMA Annual Meeting to reflect on strategic planning anniversary.

The success of its 2013 strategic planning session continues to inspire KMA members and staff. This year, while discussing potential themes for the organization's 2018 Annual Meeting, Education Director Miranda Mosley and Communications Director Emily Schott kept coming back to *Focus Forward*, and decided that the association's current work and direction reflected back to the idea of streamlining resources to ensure future longevity. Thus, the 2018 KMA Annual Meeting theme will be "Forward Focus: The Path to Physical and Fiscal Health."

Forward Focus will celebrate the five year anniversary of the strategic planning session, as well as look to the future of the association and the advancement of the medical community. Planning is already underway for the event, which will be held Aug. 24-26 at the Louisville Marriott East.

Catch Him If You Can: Frank Abagnale, Jr. To Keynote KMA Annual Meeting



Frank Abagnale, Jr.

Most notable among presenters will be author and security consultant Frank Abagnale, Jr., who rose to fame in the 1960s as one of the biggest imposters of all time. Before the age of 21, he had successfully posed as an airline pilot, lawyer, FBI agent, and even a physician, all while stealing millions through check fraud and forgery. His life became the subject of the 2002 Steven Spielberg film *Catch Me If You Can*, starring Tom Hanks and Leonardo DiCaprio. Abagnale will detail his time as a trickster and share advice on how members can protect themselves from fraud and identity theft.

FORWARD FOCUS

THE PATH TO PHYSICAL AND FISCAL HEALTH

KMA ANNUAL MEETING | AUG. 24-26, 2018 | LOUISVILLE MARRIOTT EAST

Combating Physician Burnout



Shawn Jones, MD

Forward Focus will also feature fellow Kentucky physician Shawn Jones, MD, who recently published a book called *Finding Heart in Art: A Surgeon's Renaissance Approach To Healing Modern Medical Burnout*. *Finding Heart in Art* discusses how medical professionals can manage and even alleviate feelings of burnout through artistic study and expression. To further this idea, KMA is issuing a call for physicians to contribute to an "art gallery" that will be on display during the Annual Meeting showcasing the talents of physicians outside their clinical settings.

"We're excited to bring a refreshed spin to our annual meeting with *Forward Focus*," said KMA Executive Vice President Patrick Padgett. "Between memorable speakers, social events and our Leadership Academy, I think we have a lot to offer our physicians and we're looking forward to a great event."

More information on the 2018 KMA Annual Meeting is available at kyma.org.



When you do the math, **the answer is simple.**

15% discount for being a Kentucky Medical Association member

10% MagMutual Learning Center discount

7% 2018 guaranteed dividend option

or decline guaranteed option to be eligible to receive 2019 board declaration.*

2013 = 7.8% 2014 = 6.4% 2015 = 6.9% 2016 = 11.6% 2017 = 10%

Protection, ownership, and financial benefits, all from MagMutual.

Go online or call to get a quote

www2.magmutual.com/ky | 404-805-4161

*Dividends and Owners Circle allocations are declared at the discretion of the MagMutual Board of Directors.





Insights from industry leaders

Louisville Forum hosts important discussion around the future of healthcare in Kentucky.

By Sally McMahon

Regional healthcare leaders discussed the importance of healthcare innovation in the Medicaid world, healthcare transparency and consumer empowerment at the Louisville Forum held in late February at the University of Louisville.

Panelists included Russell Cox, CEO of Louisville-based Norton Healthcare; Joe Steier, CEO of Louisville-based Signature Healthcare and Yasmine Winkler of the central region of UnitedHealthcare Inc.'s community and state business, which focuses on administering Medicaid plans for states.

Forward Focus

Russ Cox discussed the rich legacy of innovation in Louisville, with risk taking and successes that shouldn't be forgotten. Cox cited several examples, "The first pediatric heart transplant, as well as the second artificial heart implant were both in Louisville. Also, healthcare giant, Humana, started here."

And don't forget that Louisville is home to America's largest cluster of aging care businesses, such as nursing homes, home-based healthcare, hospice and other senior living services.

Cox said that Louisville has the concentration and quality of healthcare providers to find innovative ways to improve the delivery of healthcare. Those insights could be applied industrywide.

All Eyes on Kentucky

Steier commented on the amount of healthcare legislation in Frankfort this year, which is more than years past and credited it to the collaboration occurring between healthcare leaders.

The panelists agreed that the nation will be watching closely as Kentucky rolls out its first-in-the-nation plan to require many Medicaid recipients to work, volunteer or train for a job. At least eight other Republican-led states are hoping to follow — a ninth, Indiana, has already won permission to do so.

Winkler said, "Things have to be implemented correctly. It has to be noiseless."

Cox agreed, "We can't get it wrong. How we execute on the waiver is so important." Cox is optimistic and sees it as an opportunity.



Joe Steier, Signature Healthcare, Yasmine Winkler, UnitedHealthcare and Russell Cox, Norton Healthcare.

Consumer Centered

Patients should treat healthcare and health insurance like other consumer products, but this has been slow to catch on.



WINKLER

All three panelists said that healthcare needs to be more consumer-driven. Yasmine Winkler said, "The consumer should be at the center, making choices and comparison shopping as when they research and compare when buying a car or an iPhone."

Also, transparency is needed, making it easier for consumers to find information related to money, quality and outcomes, such as infection rates.

Winkler said UnitedHealthcare is trying to help its enrollees make more consumer-driven decisions by providing cost and quality data through online customer portals.

Where can we improve? Cox stressed the importance of allowing patients the ability to do things such as scheduling their own appointments, comparison shopping, getting immediate results and having a treatment plan start immediately.

Winkler said UnitedHealthcare is trying to help its enrollees make more consumer-driven decisions by providing cost and quality data through online customer portals.

Where can we improve? Cox stressed the importance of allowing patients the ability to do things such as scheduling their own appointments, comparison shopping, getting immediate results and having a treatment plan start immediately.




the schwartz center
COMPASSIONATE ADDICTION TREATMENT

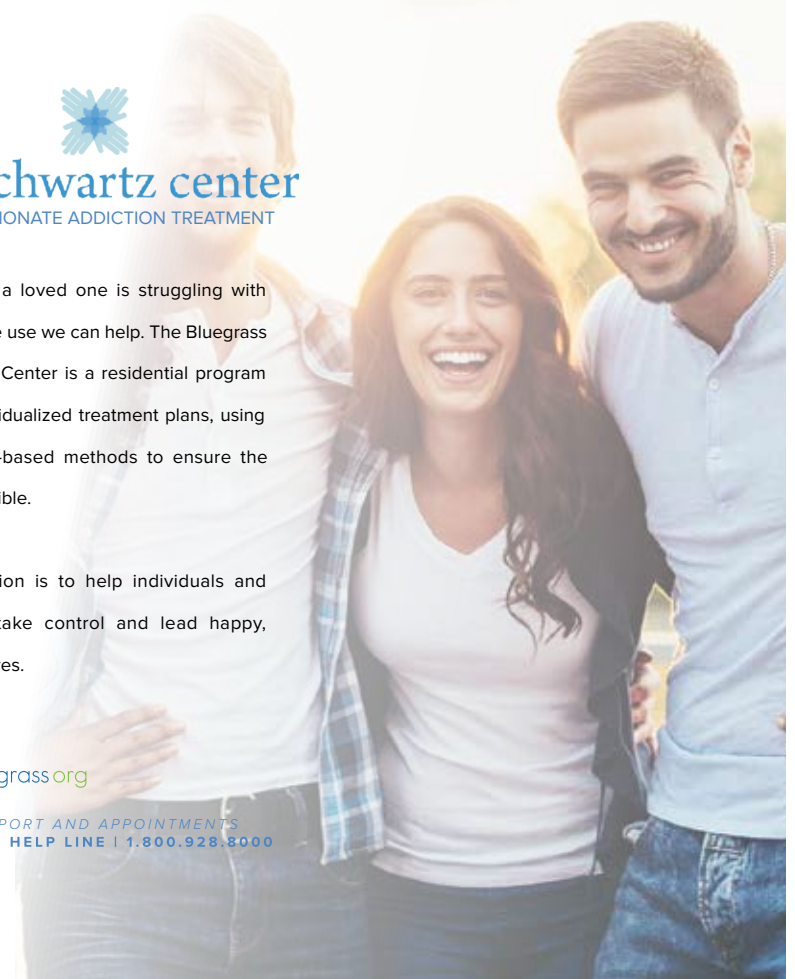
If you or a loved one is struggling with substance use we can help. The Bluegrass Schwartz Center is a residential program with individualized treatment plans, using evidence-based methods to ensure the best possible.

Our mission is to help individuals and families take control and lead happy, healthy lives.

 bluegrass.org

FOR SUPPORT AND APPOINTMENTS
24-HOUR HELP LINE | 1.800.928.8000

News in Brief continues on page 21





New focus for the future

Humana Foundation working to measurably boost ‘health equity’ in Louisville.

By Walter Woods



WOODS

As Humana pursues its Bold Goal to improve the health of the communities we serve 20 percent by 2020, the Humana Foundation is also working to help

make that happen in several communities throughout the Southeast, including Louisville.

As Louisville is the home of Humana’s headquarters, we’re also in the midst of making a series of changes at the Humana Foundation that we believe will result in the foundation making a greater impact on the health of this community. We’ll achieve this by focusing on our mission: We strive to co-create communities where leadership, culture and systems work to improve and sustain positive health outcomes.

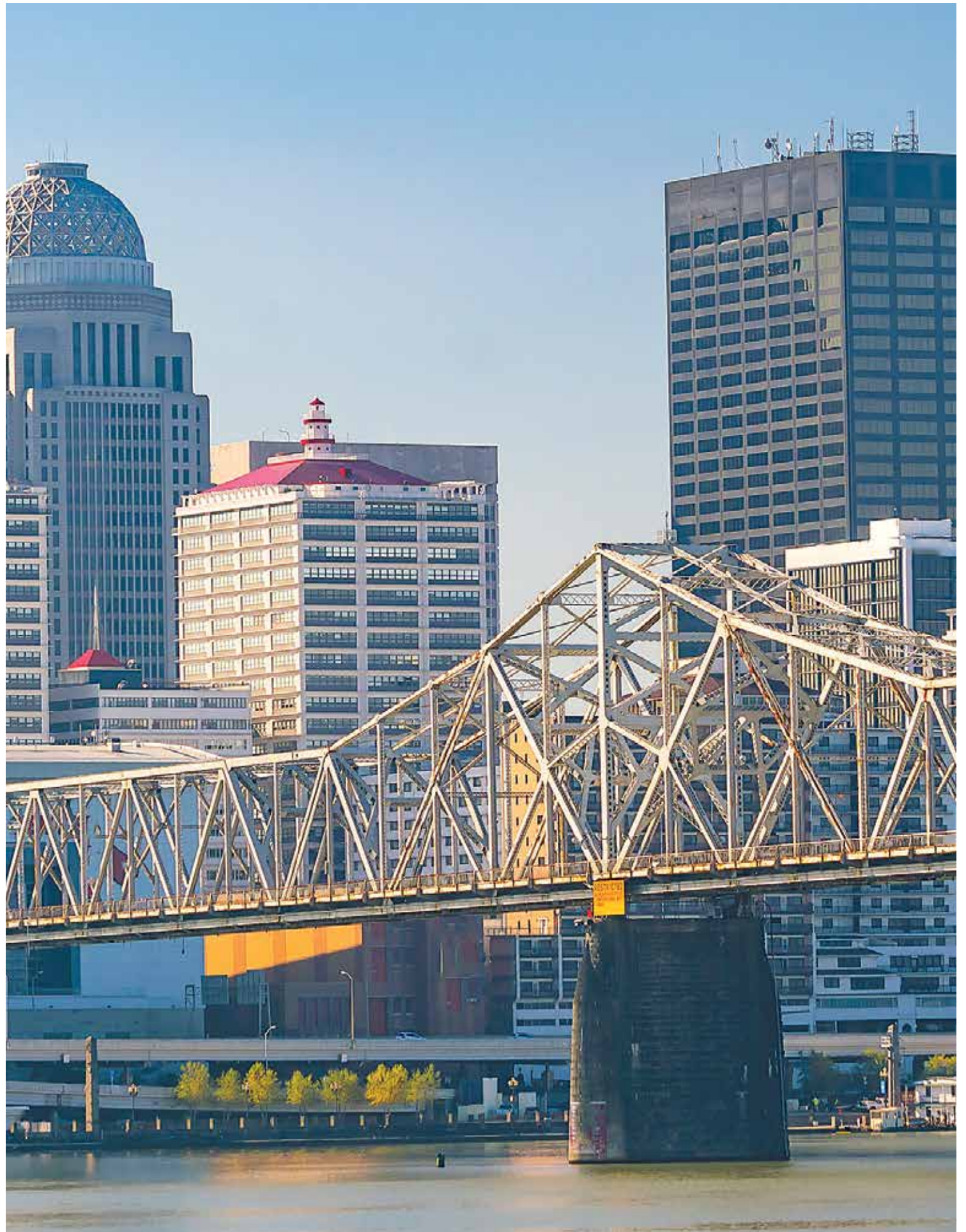


In Louisville, we’re in the process of narrowing our focus, which means that we’ll be awarding fewer, larger grants this year. But we’ll also be increasing our overall philanthropy in the area.”

Impact on Louisville

What does this mean, exactly? And how will it play out for the Louisville area? First, it means we’re now focused not only on the financial impact we make with grants to organizations throughout the community, but also on our other forms of philanthropic capital – social, moral, intellectual and reputational capital. Related, we are evolving our evaluation of potential grantees into an outcomes-based approach focused on what comes out of nonprofits, not on what goes in.

We intend that the result of this new approach will be that we achieve





“
And this is why the foundation is evolving its grant-making work to a strategic investment plan that focuses on social determinants of health, particularly “upstream” social determinants.”

greater health equity in Louisville and the other communities we serve. This means that all citizens will have the opportunity to achieve their best health, not just a select few. We can't get there, though, if our investments don't ultimately contribute to people changing their behaviors.

In Louisville, we're in the process of narrowing our focus, which means that we'll be awarding fewer, larger grants this year. But we'll also be increasing our overall philanthropy in the area. And we're creating a community relations program for Louisville as a new way to support organizations that are committed to making Louisville an even better place to live and a place where we truly do make it easy for people to achieve their best health.

Improving Public Health

From the years when I spent part of my childhood in Louisville, to my return last fall, I know that this is a community where people genuinely want to see everyone have opportunities to live their best life. We're excited at the Humana Foundation about Humana's “Bold Goal.”

We know that for far too many people in our community, achieving their best health is not at all easy. In fact, it can be very difficult, for a range of reasons.

This is why we've been taking a hard look at how we operate the Humana Foundation – because we want to find new ways to make a more sustainable impact in Louisville. And this is why the foundation is evolving its grant-

making work to a strategic investment plan that focuses on social determinants of health, particularly “upstream” social determinants.

- Social determinants of health are the nonmedical factors that influence health – conditions under which people are born, grow, live, work and age – the “social structures and economic systems that are responsible for most health inequities,” according to the Centers for Disease Control and Prevention.
- Upstream social determinants include social disadvantage, risk exposure and social inequities that play a fundamental causal role in poor health outcomes — and thus represent important opportunities for improving health and reducing health disparities.

Partners Needed

Obviously, the Humana Foundation alone can't erase the social inequities that have gotten us to where we are. And if there's one thing Humana's Bold Goal work has shown us, it's that we can't succeed on our own.

So in the coming months and years, the Humana Foundation will also work to identify partner organizations – at the national and local level and here in Louisville – because joining forces with like-minded entities can result in more impactful, broad-based and sustainable change. It can actually result in people changing their behaviors. It can result in Louisville ultimately getting fitter, not fatter. But it will take time.

Starting Small

As we start to implement our new strategy, we know we can't expect to immediately impact the health of our entire community. We have to start smaller than that. And we will. Maybe we'll first team with a particular neighborhood, or organization, or with a group of people who need the greatest support. We aren't sure where we'll start, but we expect to know over the course of the next several months. And we know we'll focus on areas

“
We know that for far too many people in our community, achieving their best health is not at all easy. In fact, it can be very difficult, for a range of reasons.”

where there's a clear way to measure our progress.

Soon, the Humana Foundation will be announcing a new process for applying for grants from the organization, and sharing more details

about our new community relations program. And we're excited about this, because we know we have a wonderful opportunity to make a greater impact in our headquarters' hometown.

As Louisville and communities across the country grapple with the challenges of improving public health, we want to do our part to make that happen here. That's what is driving my Humana Foundation partners and me each day – knowing we have the potential to contribute to helping people get – and stay – healthier.

— *Walter Woods is CEO at the Humana Foundation.*



Because an Ounce of Prevention...

In the always complex world of health care and health insurance law, Bingham Greenebaum Doll LLP is uniquely equipped to assist health care companies, practices and providers with strategic initiatives, daily operations and regulatory matters. We continually monitor emerging market trends, new technologies, and the changing laws that impact all phases of your health care business. Find out how BGD can help your business stay healthy by calling **800.436.3644**, or visiting **BGDlegal.com**.



THIS IS AN ADVERTISEMENT

Louisville Lexington Cincinnati Indianapolis Jasper Evansville **BGDlegal.com**



Lean Six Sigma

A catalyst to improve healthcare strategic planning.

By John D. (Jack) Rudnick, Jr.



RUDNICK

The healthcare industry is in the throes of multidimensional change. Declining reimbursement, competitive forces, disruptive technology, accountability for high quality clinical outcomes and stakeholder satisfaction, along with funding formula change and innovative financial sources require effective strategies to deal with these variables.

Pressures to do more with less, in the wake of limited resources point toward well-crafted strategic planning as a pivotal imperative to address this confluence of challenges.

Pressures to do more with less, in the wake of limited resources point toward well-crafted strategic planning as a pivotal imperative to address this confluence of challenges.

Combining Philosophies

One of the processes gaining traction for application to assist with these challenges in the healthcare industry is a philosophy known as Lean Six Sigma. The combination of these philosophies (i.e. Lean and Six Sigma) has its roots in industry.

Lean is linked to the evolution of process improvement at Toyota while Six Sigma was developed at Motorola and General Electric. Lean Six Sigma is employed to reduce waste, improve efficiency and standardize work processes and materials to improve quality and optimize the return on investment (ROI) for resources used and services linked to an organization's mission.

Lean Six Sigma

The American Society for Quality (ASQ) offers a widely accepted definition of the Lean and Six Sigma initiatives, which approach their common purpose from slightly different angles. Here's how they compare:

LEAN	SIX SIGMA
Waste reduction	Variation reduction
Using less technical tools such as kaizen, workplace organization and visual controls.	Using statistical data analysis, design of experiments and hypothesis tests.

The combined construct of Lean Six Sigma has the following attributes:

- Recognizes the value of each initiative

Lean Six Sigma is employed to reduce waste, improve efficiency and standardize work processes and materials to improve quality and optimize the return on investment (ROI) for resources used and services linked to an organization's mission.

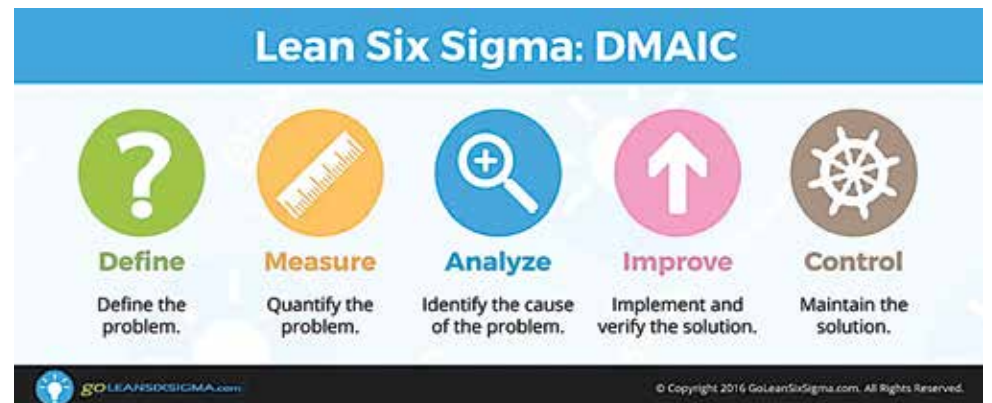
- and tailors these elements, situationally, to the issue being studied.
- Forms a fact-based, data-driven philosophy of improvement that values defect prevention over defect detection.
- Catalyzes customer satisfaction and bottom-line results by reducing variation, waste and cycle time.
- Promotes the use of work standardization and flow, thereby creating a competitive advantage.
- Applies anywhere that variation and waste exist, and every employee should be involved.

Combining Methods

Strategic planning tools can be considered and in various feasibility determination and activation stages. A basic tool, SWOT Analysis (strengths, weaknesses, opportunities and threats) analysis is a common starting point that helps identify internal strengths and weaknesses as well as external opportunities and threats. After an assessment (ideally from an internal bottom-up approach) identification and engagement of key stakeholders is refined.

One approach is that opportunities be identified for use as potential goals to be established. Goals to be attained should

be considered for depth and achievement with metrics to measure performance and outcomes. Opportunities for further



Lean focuses on waste reduction, while Six Sigma emphasizes variation reduction.

improvement consideration in a Lean Six Sigma project can be considered from the internal weaknesses identified.

Priority should be given to weaknesses that affect the mission or influence the

greatest return on investment (ROI) opportunity. One of the pitfalls of Lean Six Sigma that individuals who are new to the process consider is that they take a problem that is too large to handle and manage concretely. The approach of an inch-wide mile deep is far more effective.

— Dr. John D. (Jack) Rudnick, Jr., FACHE, holds a Master Black Belt in Lean Six Sigma. He is a professor in the Division of Business Administration and Accountancy at Thomas More College.

“Meaningful services for your meaningful use”

IT Services

- Hosted EMR, email, web sites, productivity tools
- Servers, phones, and desktops
- EMR Vendor neutral
- Onsite, hosted, or both
- Disaster Recovery Services

Benefits

- Fast track implementation
- No upfront costs
- No long term commitment
- Local references and support
- Fixed monthly fee

Tom Haselden
tom@ezoutlook.com
www.ezoutlook.com
800-219-1721 ext. 103





Continued from page 17

Age-Friendly Louisville asks for input for more age-inclusive city

As a part of Age-Friendly Louisville, the University of Louisville's Institute for Sustainable Health and Optimal Aging joined AARP, the City of Louisville and the Kentuckiana Regional Planning and Development Agency are hosting workshops on what makes the community a better place for people to live, work and play at every stage of life. The events will include small group discussions on housing, mobility, respect and social inclusion, and community support and health services. Workshop dates are in March and April.

Information received from these conversations will help guide an action plan to drive the implementation of age-friendly practices.

In October 2016, the City of Louisville became a member of the AARP Network of Age-Friendly Communities, an institutional affiliate of the WHO's Global Network of Age-Friendly Cities & Communities.

KIPDA and UofL's Institute for



Sustainable Health and Optimal Aging also are teaming up to host World Café events this month in Jefferson, Bullitt, Shelby and Trimble counties. These events include discussion about the results of the most recent regional needs assessment and how to work together to ensure support for the area's aging population. More information can be found at optimalaginginstitute.org/age-friendly-lou.

KASPER Prescriber Report Card released

A new tool launched by the Cabinet for Health and Family Services' (CHFS) Kentucky All Schedule Prescription Electronic Reporting program (KASPER) allows healthcare providers to gauge how their prescribing patterns compare with their peers. The Prescriber Report Card feature is the latest enhancement to the nationally recognized prescription drug monitoring program.



BRINKMAN

"The new KASPER Prescriber Report Card is intended to increase the usefulness of KASPER as a tool for our healthcare providers to improve patient treatment and outcomes," said

CHFS acting secretary Scott Brinkman. "We are very pleased with the initial response and welcome additional prescriber suggestions on the Prescriber Report Card and other ways we can make KASPER a more effective tool to help address the opioid epidemic."

Data from the controlled substance prescribing tool can be used to compare prescribing patterns with other prescribers in a respective specialty area as well as identify the number of patients who may be at higher risk of a problem due to inappropriate controlled substance usage or potential interactions among controlled substances.

KASPER can also be used as a licensure and enforcement tool. Prescriber professional licensure boards may obtain copies of prescriber report cards to support their licensee reviews.

The KASPER system tracks controlled substance prescriptions dispensed within the state. A KASPER report lists all scheduled prescriptions for an individual for a specified time period, along with the prescriber and the dispenser information. Use of KASPER by practitioners and pharmacists is vital to improving public health and patient safety in Kentucky.

For more information on KASPER or to view the Prescriber Report Card User Guide, visit chfs.ky.gov/os/oig/KASPER.

Kentucky Diabetes Camp for Children receives \$25,000



The Anthem Foundation is teaming up with Camp Hendon, the Kentucky Diabetes Camp for Children, to bring a summer camp program for children with Type 1 diabetes to the eastern region of Kentucky. The Foundation's contribution of \$25,000 will support Camp Hendon's growth and expansion from their current week-long program at Camp Loucon in Leitchfield, Kentucky to an additional week of programming at Aldersgate Camp in

Ravenna, Kentucky.

Type 1 diabetes, also known as juvenile diabetes or insulin-dependent diabetes, is a chronic auto-immune disorder where the pancreas fails to produce insulin that is vital to processing sugar in the body. Improper management of Type 1 diabetes can lead to life-threatening complications. The "Diabetes Camp Matters" study by Dr. Jill Weissberg-Benchell at the Lurie Children's Hospital of Chicago shows that attending three or more week-long diabetes camping programs can significantly improve outcomes for children battling the disease.

UK HealthCare submits application for 141 beds at UK Chandler Hospital

UK HealthCare has submitted a Certificate of Need (CON) application outlining a plan for 141 inpatient beds at University of Kentucky Albert B. Chandler Hospital. A decision is expected to be made on the plan by the Kentucky Cabinet for Health and Family Services in June.

Long-term plans to decommission Good Samaritan and the first Chandler Hospital facility have been put on hold. As the new Pavilion A Tower is completed, UK HealthCare will be at its limit for licensed beds, necessitating the Certificate of Need application.

If approved, 64 of the 141 beds would be located on one of the two remaining shelled floors in Pavilion A of UK Chandler Hospital when it is



completed. If approved, UK Chandler Hospital would become an 865-bed facility when all approved beds are licensed, meaning physically available for use. At that time, UK HealthCare would have an overall capacity of 1,086 beds – which includes 221 beds at UK Good Samaritan.

MEDICAL NEWS
The business of healthcare



Sign up for the *Medical News* eNewsletter at www.MedicalNews.md



Sullivan College of Pharmacy receives tech designation

The Sullivan University College of Pharmacy (SUCOP) has been designated a Pharmacy Technician Certification Board (PTCB)-Recognized Sterile Compounding Training/Education Program.

Granted by the Washington-based PTCB, the certification makes SUCOP pharmacy technician graduates eligible to sit for the Compounded Sterile Preparation Technician (CSPT) exam after they have achieved the designation of Certified Pharmacy Technician (CPhT) and gained one year of experience in sterile compounding, said Misty M. Stutz,

PharmD, Assistant Dean and Chair of the Department of Clinical and Administrative Sciences at SUCOP.

The pharmacy technician program is an ASHP/ACPE accredited program housed within the College of Pharmacy and under the direction of Sarah Lawrence, PharmD, a 2011 SUCOP graduate.

Sterile compounding is the preparation of drugs, biologics, diagnostic products, and nutrients under aseptic technique, or practices that minimize the risk of contamination from pathogens or other harmful substances.

Bluegrass Care Navigators launches Adult Day Healthcare



Bluegrass Care Navigators, previously Hospice of the Bluegrass, opened an Adult Day Healthcare Center in Frankfort. Bluegrass Adult Day Care offers care and companionship for older adults who need assistance or supervision during the day as well as those of any age who have Alzheimer's disease or related dementia.

The program is designed for a loved one who needs care during the day while their caregiver is at work or taking a break. Experienced healthcare professionals will provide expert social and medical care, including help with medications, personal care, scheduled physician visits and nursing care.

St. Elizabeth Healthcare joins Markey Affiliate Network

St. Elizabeth Healthcare joined the Markey Cancer Center Affiliate Network, further expanding its relationship with the University of Kentucky. The UK Markey Cancer Center is the only National Cancer Institute-designated cancer center in Kentucky. By joining the UK Markey Cancer Center Affiliate Network, St.



Elizabeth Healthcare will now be able to further enhance care available to patients in Northern Kentucky, while allowing patients to stay closer to home and their support systems for most treatments.

KHC conference focuses on mental health, substance use disorder

The Kentuckiana Health Collaborative annual conference, "Connecting Mental and Physical Health: Successful Models of Integrated Care," took place last month in Louisville, Kentucky. Speakers and panelists examined how the community can provide effective mental health and substance use disorder screening, referral and treatment.



VENY

Mike Veny, mental health speaker and a high energy corporate drumming event facilitator, was the keynote speaker. Veny discussed how to transform stigma into strength by using self-care strategies, turning the topic of mental health into normal conversation and making a point to connect with others, even when it's awkward.

Brenda Reiss Brennan, PhD, of Intermountain Healthcare, discussed achieving population health through mental health integration (MHI) and team-based care (TBC). The TBC model provides a standardized clinical



BRENNAN

and operational care process that engages patients and families in primary care and incorporates mental health resources and supports. In 2000, Intermountain embedded mental health screening and treatment within its primary care physician offices, investing in mental health integration.

In 2016, a 10-year Intermountain Healthcare study in JAMA identified the effectiveness of integrating mental and physical health. This study demonstrated that integrating mental health in primary care by utilizing the Team-Based Care model produced dramatically better patient outcomes, more appropriate utilization of health care services and lower costs.

Other topics included the Collaborative Care Model approach to mental health integration, successful models of opioid harm reduction and addiction treatment, the current Hepatitis C landscape and substance use disorder.

Baptist Health Wound Care receives award

Baptist Health Wound Care is one of 16 centers nationwide to receive the President's Circle Center of Distinction award from Healogic, a provider of advanced wound care services.

Open since March 2016, Baptist Health Wound Care achieved outstanding clinical outcomes for 12

consecutive months, including patient satisfaction higher than 92 percent, and a minimum wound healing rate of at least 91 percent within 30 median days to heal. There were 635 Centers eligible for the Center of Distinction award, but only 16 achieved this specific honor.

UK HealthCare physicians named best doctors

UK HealthCare has more than 130 physicians practicing medicine with University of Kentucky Albert B. Chandler Hospital, Kentucky Children's Hospital and UK Good Samaritan Hospital who appear on the Best Doctors in America List for 2017-18. Only four percent of doctors in America earn this prestigious honor,

decided by impartial peer review.

The experts who are part of the Best Doctors in America database provide the most advanced medical expertise and knowledge to patients with serious conditions – often saving lives in the process by finding the right diagnosis and right treatment.

MEDICAL NEWS

The business of healthcare

an **IGE** publication.

FIND US:  @kymedicalnews  facebook.com/kymedicalnews

All rights reserved. All articles, columns and other materials represent the view of the authors and not necessarily those of *Medical News*. Advertising content does not signify endorsement of products or services by *Medical News* unless otherwise specified. Letters sent to *Medical News* are assumed available for publication.

Editorial Board

Our Editorial Board Members are not responsible for the content or opinions published in *Medical News*.

Bingham Greenebaum Doll
René Savarise

Bluegrass Care Navigators
Liz Fowler

Dickinson Wright
Kerry Harvey

Family Health Centers
Melissa Mather

McBrayer, McGinnis, Leslie & Kirkland
Lisa English Hinkle

Passport Health Plan
Jill Joseph Bell

Schaefer General Contracting
Janet Lively

Spencerian College
Jan Gordon

Stites & Harbison
K. Kelly White Bryant

TEG
Brandi Jones

University of Kentucky
Rob Edwards

Publisher
Ben Keeton
ben@igemedia.com

Managing Editor
Sally McMahon
sally@igemedia.com

Creative Director
Brian Orms
brian@igemedia.com

Printing
Walton Press

Chairman
Tom McMahon
tom@igemedia.com

2200 Dundee Rd.
Louisville, Ky., 40205
(502) 333-0648
www.igemedia.com
news@igemedia.com

Article submission guidelines
and subscription information:
www.medicalnews.md

Volume 25, Issue 4, 2018, © 2018



IN ISSUES TO COME

MAY
Architecture/
Pharmacy

JUNE
Rural Health

JULY
Healthcare Law

AUGUST
Healthcare
Finance

MEDICAL NEWS

The business of healthcare

Interested in advertising?
Contact Ben Keeton
ben@igemedia.com
502-333-0648

Interested in contributing?
Contact Sally McMahon
sally@igemedia.com
502-333-0648

THE SAME EXPERTS YOU TRUST.

Now with more ways to care.

Hospice care continues to be a focus, yet we now guide and provide expert care long before life's final months. Our services include **palliative care** for symptom relief, **skilled nursing**, homemakers and nursing assistants, **in-home primary care**, an **adult day center**, and more.

To refer a patient or learn more about our care services:

855.492.0812 | bgcarenav.org

©2018 Bluegrass Care Navigators
Bluegrass Care Navigators complies with applicable Federal civil rights laws and does not discriminate on the basis of race, color, national origin, age, disability, or sex.

EDUCATING THE NEW NETWORK OF CARE

At Spencerian College, we teach our students the skills and self-confidence they need to flourish. Our talented graduates are prepared to contribute to the success of your healthcare organization and are currently working in fields like:

- Nursing
- Surgical Technology
- Medical Administrative Management
- Respiratory Therapy
- Medical Laboratory Sciences
- Medical Massage Therapy
- Radiology Technology
- ... and many more!



Spencerian Louisville has a new home in the heart of the medical community at 4000 Dupont Circle.

LOUISVILLE
800.264.1799

LEXINGTON
800.456.3253

spencerian.edu

PART OF THE SULLIVAN UNIVERSITY SYSTEM
 **Spencerian College**

Spencerian College is accredited by the Accrediting Bureau of Health Education Schools to award certificates, diplomas, associate degrees, and bachelor's degrees. For more information about program successes in graduation rates, placement rates and occupations, please visit spencerian.edu/programsuccess.