

2010 Report  
to the Community

Where Collaboration Creates Transformation



HEALTH IMPROVEMENT  
**COLLABORATIVE**  
OF GREATER CINCINNATI



**Mission**

*Our mission is to employ collaborative leadership in issue identification, program development, outcomes measurement and reporting, with the goal of stimulating meaningful improvement in the health of the people of Greater Cincinnati.*

Dear Friends,

Health reform is on the hearts and minds of people from all walks of life. We are not getting our money's worth out of health care in the United States. We're spending more and more but not getting healthier...and the Cincinnati region is no exception. We need solutions that support both access and quality care at a cost we can afford. To truly transform health care, we need the whole community to work together.

The Health Improvement Collaborative is recognized nationally for developing solutions to these issues by serving as the catalyst for bringing diverse interest groups together to reform health care for the Tri-state. We test and then implement the most promising approaches and then carefully measure the results.

This report highlights some of the ways the Collaborative is bringing multiple stakeholders together and the progress being made. We hope that this snapshot of what's going on and who's involved will give you a sense of the dedication and zeal that so many individuals and organizations are bringing to improving health care for our region and the nation as a whole. It's a very exciting time. We're grateful to all our volunteers, supporters and partners. Together, we are making a difference in the health of our community.

Sincerely,



**John Sinclair**

Chair, Board of Trustees  
Health Improvement Collaborative of Greater Cincinnati



**Greg Ebel**

Executive Director  
Health Improvement Collaborative of Greater Cincinnati

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**Robert Steffel**, *Greater Cincinnati HealthBridge*



*“Cincinnati is doing  
health care reform as well  
as anyone in the country.  
You owe it to yourselves  
and our nation to continue  
this great work.”*

**Michael Leavitt**  
Former Secretary, U.S. Department of Health  
and Human Services

# Recognition

**The Health Improvement Collaborative of Greater Cincinnati** is dedicated to bringing people together to effectively address regional health care issues. The Collaborative assembles **diverse community stakeholders** ... hospitals, physicians, insurers, patients, business, education, government and community members... with the goal of generating **measurable, sustainable health improvement**. By collaborating on tough health issues, meaningful progress is possible for the well-being of people throughout the 14 counties of Greater Cincinnati. The key initiatives of the Collaborative are Cincinnati Aligning Forces for Quality, Cincinnati MD Resource Center and Improving End-of-Life Care.



## Healthcare Hero Finalist

2010 finalist, innovator category Health Care Heroes Competition

- Cincinnati Business Courier

## Chartered Value Exchange

"Community Leader for Value-Driven Health Care"

- U.S. Department of Health & Human Services



## Aligning Forces for Quality

One of 17 community-based organizations nationwide selected to lead an unprecedented effort to improve health and health care.

- Robert Wood Johnson Foundation

**Aligning Forces for Quality** | Improving Health & Health Care Across Greater Cincinnati

An initiative of the Health Improvement Collaborative of Greater Cincinnati and the Robert Wood Johnson Foundation

## Community Wealth Ventures

- One of seven high-performing local nonprofit entities selected to complete a comprehensive social enterprise process to build long-term sustainability.



## Live United 100

Among highest per capita giving companies (10-500 employees)

- United Way of Greater Cincinnati



# AF4Q

## Cincinnati Aligning Forces for Quality

This unprecedented commitment to improving the quality of health care in Greater Cincinnati is a partnership with the Robert Wood Johnson Foundation, the nation's largest health care philanthropy. As one of 17 communities selected to be innovators and models of local health reform, Cincinnati Aligning Forces for Quality brings together those who give care, get care and pay for care. Here's a sampling of the progress coming out of this initiative:

**TRANSPARENCY**  
**CONSUMER ENGAGEMENT**

**PERFORMANCE MEASUREMENT**  
**PUBLIC REPORTING**



### Patient Centered Medical Home Model of Care Gaining Traction

The patient-centered medical home is a model of care that holds significant promise for better health care quality, improved involvement of patients in their own care and reduced avoidable costs over time.

Through the Collaborative's Aligning Forces for Quality initiative, over twenty primary care offices are receiving support and training to transform their practices. These practices are among the first in the region to achieve recognition by the National Committee for Quality Assurance (NCQA) as a Physician Practice Connections – Patient Centered Medical Home.

The pilot is one of only a handful in the nation to have the financial backing of multiple health insurance plans – Anthem, UnitedHealthcare and Humana. Several other

primary care groups are also participating in the training as “co-pilots,” receiving the training without additional reimbursement.

#### Pilot Practices

- Zile Family Health Care
- The Family Medical Group
- Summit Medical Group
- Queen City Physicians-Hyde Park
- Group Health Associates-Springdale
- Fairfield Medical Group Inc.
- The Christ Hospital Medical Associates
- TriHealth Physician Practices-Anderson
- UC Health Primary Care-West Chester
- University Internal Medicine-Montgomery
- University Family Physicians-University Pointe

#### Co-Pilot Practices

- Internists of Fairfield
- Lincoln Heights Health Center
- Lisa Larkin, M.D. & Associates
- Maineville Family Physicians
- Queen City Physicians-Groesbeck
- Queen City Physicians-Madeira
- Queen City Physicians-Western Hills
- The Christ Hospital Medical Associates-Family Medicine
- Winton Hills Medical Center
- Wright State Family Medicine



**Aligning Forces for Quality** | Improving Health & Health Care Across Greater Cincinnati

An initiative of the Health Improvement Collaborative of Greater Cincinnati and the Robert Wood Johnson Foundation

*“The YourHealthMatters project represents an unprecedented commitment to measuring and publicly reporting the quality of care in the outpatient setting. Both physicians and patients now have meaningful, proven tools and information to improve results. The physicians participating in this report are truly the pioneers in quality improvement.”*



**Tom Finn**  
Procter & Gamble  
Co-chair, Cincinnati  
Aligning Forces for  
Quality



**Aligning Forces for Quality** | Improving Health & Health-Care Across Greater Cincinnati

*“We all know that health care is very expensive. We also know that most patients do not know whether or not they receive quality care. Meaningful health care reform cannot occur without transparency and measurable outcomes. If we care about quality, then participating in the public report project is incumbent upon all of us.”*



**Bernard Lenchitz, MD, FACP**  
 Medical Director,  
 Community Health,  
 University Hospital  
 Chief Medical Officer,  
 HealthCare Connection, Inc.

**Key Partners in Creating YourHealthMatters**

- Physician Leadership Group
- Procter & Gamble
- University of Cincinnati Department of Family Medicine
- Bridge Worldwide
- Interbrand
- LINK Training & Consulting
- Consumer Power

**Medical Group Locations Participating in the YourHealthMatters Public Report**

**Greater Cincinnati Area**

- **Alliance Primary Care**
  - Kenwood 210 FM
  - Trenton
  - Wyoming
  - Kenwood 210 IM
  - Kenwood 206
  - West Chester
  - Mason 250
  - MAB 6000
  - Ruther
  - Mason 200
  - Kenwood 207
  - Evendale
  - Avondale
- o Heritage Health Alliance
  - Hamilton Mason
  - Ross
  - Washington
- o Greater Cincinnati Associated Physicians
  - Monfort Heights
  - Marie
  - Neeb
  - Boudinot
  - Dry Ridge
  - New Haven
- o University Family Physicians
  - University Pointe
  - Wyoming Family Practice Center
  - Forest Park
- o Mason Area Medical Associates

**- Cross Roads Health Center**

**- Group Health Associates**

- o Springdale
- o Anderson
- o Kenwood
- o Mason
- o Western Hills
- o Clifton

**- Internal Medicine Associates of Northern Kentucky**

**- Lisa Larkin, M.D. & Associates**

**- Mercy Medical Associates**

- o Anderson Family Medicine
- o Sardinia
- o Milford
- o Goshen
- o Harrison
- o Winton Road

**- My Doctor, LLC**

**- Newton H. Bullard, M.D., LLC**

**- Patient First**

- o Alexandria
- o Bellevue
- o Burlington
- o Crestview Hills
- o Florence

**- Price Hill Health Center**

**- Summit Medical Group**

- o Williamstown
- o Union
- o Covington

**- The Christ Hospital Medical Associates**

- o Mt. Auburn Suit 334
- o Mt. Auburn Suite 440
- o Mt. Auburn Suite 520
- o Mt. Auburn Suite 208
- o Delhi
- o Bridgetown
- o Norwood

**- The Family Medical Group**

- o Glenway Ave.
- o Harrison Ave.

**- The HealthCare Connection**

- o Lincoln Heights Health Center
- o Mount Healthy Family Practice

**- TriHealth Physician Practices**

- o Physician Associates of Good Samaritan Hospital North
- o Bethesda Group Practice Arrow Springs
- o Queen City Medical Group
- o Blue Ash Family Physicians
- o Deerfield Family Practice
- o Physician Associates of Good Samaritan Hospital Delhi

- o Internal Medical Associates, Moreia and Robles
- o Montgomery Family Medicine
- o Madeira Family Practice
- o Bethesda Group Practice Milford
- o Trinity Family Medicine
- o West Chester Medical Group
- o White Oak Family Practice

**- Zile Family Health Care Inc.**

**Dayton Area**

**- PriMED**

- o East Dayton
- o Wright Dunbar
- o Patterson Woods
- o Vandalia
- o Woodbury
- o Centerville FP
- o Beavercreek FP
- o Miamisburg
- o Internal Medicine



# Aligning Forces for Quality

## YourHealthMatters

### Your Health Matters Is An Unprecedented Community-Wide Effort

Greater Cincinnati has access to a new website that combines some of the most promising approaches to improving quality of care.

YourHealthMatters, [www.YourHealthMattersGreaterCincinnati.org](http://www.YourHealthMattersGreaterCincinnati.org), is a consumer-oriented, public website that reports meaningful, evidence-based health care outcomes data at the physician practice level. This first phase focuses on diabetes care, with plans to expand reporting on additional chronic conditions, patient experience, hospital care and cost of care in the future.

YourHealthMatters was created based on extensive consumer and physician research as well as guidance from the Primary Care Physician Leadership Group with representatives from diverse practices across Greater Cincinnati.

The YourHealthMatters project is an important step in bringing meaningful quality information and transparency to health care.

## Cincinnati Expecting Success

### - Race, Ethnicity and Language Project Gaining Momentum

Hospitals across Greater Cincinnati have agreed on standards and are preparing to uniformly gather data on race, ethnicity and language from patients. With this intelligence, inequalities in care and outcomes for different races and ethnicities can be measured and solutions to reduce disparities can be implemented.

The tri-state is a national leader in race, ethnicity and language standardization. Over 30 hospitals are working with the Greater Cincinnati Health Council to train personnel to gather information on patients discharged from the hospital. This data can be used in conjunction with quality of care information to determine if variation exists and develop intervention for at-risk populations to improve outcomes.



*“Reaching agreement among providers on what data to gather is sometimes the most difficult and time-consuming step in benchmarking and quality improvement. Building on the common standards that the Cincinnati hospital community has agreed upon will greatly accelerate our efforts to determine if and where disparities in care exist and to develop strategies to address them.”*



**Stephen Grossbart, Ph.D.**  
Chief quality officer,  
Catholic Healthcare  
Partners and chair of  
Cincinnati’s AF4Q  
Quality Improvement  
Workgroup



# Aligning Forces for Quality

## New Leadership Team

Two dynamic, talented individuals took on expanded leadership roles for Cincinnati Aligning Forces for Quality when founding AF4Q project director Craig Brammer left to accept a leadership position influencing health policy on the national level in Washington, D.C.



*Dr. Robert Graham,  
Program Director*

**Dr. Robert Graham** had led AF4Q's patient-centered medical home pilot program since 2008. He is a professor of family medicine at the University Of Cincinnati College Of Medicine. Graham held several leadership roles in family medicine and federal health policy at the national level, including fifteen years as head of the American Academy of Family Physicians. He is a recognized and sought after expert on health policy, health reform, universal coverage and organizational effectiveness in health care organizations.



*Melissa Kennedy,  
Deputy Director*

**Melissa Kennedy** is also director of operations for the Health Improvement Collaborative, overseeing programming including the physician performance measurement and public reporting aspects of AF4Q. Her extensive health care background includes satisfaction and outcomes research and strategic planning. She co-founded and then served for 10 years as executive vice president of Health Care Research Systems, a health care satisfaction and outcomes consulting company, in Columbus, Ohio.

## Aligning Forces for Quality Steering Committee Members

### **Sr. Marjorie Bosse**

*Catholic Healthcare Partners*

### **Dexter Campinha-Bacote, M.D.**

*Aetna, Mid-America Region*

### **Fran Coleman**

*Rep, Bridges for a Just Community*

### **Arlene de Silva**

*Consultant on Aging*

### **Sharron DiMario**

*Employer Health Coalition of Ohio, Inc.*

### **Jacob Drapkin**

*Ethicon Endo-Surgery, Inc.*

### **Greg Ebel**

*Health Improvement Collaborative*

### **Howard Elliott**

*OTR Controls*

### **Thomas Finn**

*The Procter & Gamble Company*

*AF4Q Steering Committee Co-chair*

### **Terry Frech**

*Anthem Blue Cross and Blue Shield*

### **Robert Graham, M.D.**

*University of Cincinnati College of*

*Medicine*

*AF4Q Program Director*

### **William Groneman**

*TriHealth*

### **Stephen Grossbart, Ph.D.**

*Catholic Healthcare Partners*

### **Michael Hibbard**

*Mercy Health Partners*

### **Judy Hirsh**

*Procter & Gamble*

### **Roslyn Kade, M.D.**

*Katz, Kade, Hewitt & Anderson, Inc.*

*AF4Q Steering Committee Co-chair*

### **Molly Katz, M.D.**

*Katz, Kade, Hewitt & Anderson, Inc.*

### **Hon. Eric Kearney**

*Ohio Senate*

### **Brian Keating**

*Cincinnati Bell, Inc.*

### **Melissa Kennedy**

*Health Improvement Collaborative*

*AF4Q, Deputy Director*

### **Tim King**

*The E.W. Scripps Company*

### **Paula Lafranconi, M.D.**

*Group Health Associates-Springdale*

### **Keith Mandel, M.D.**

*Cincinnati Children's Hospital*

*Medical Center*

### **Trudi L. Matthews**

*HealthBridge*

### **Margie Namie**

*Mercy Health Partners*

### **Paula Niederbauer**

*Good Samaritan Hospital*

### **Craig Osterhues**

*GE Aviation*

### **Colleen O'Toole, Ph.D.**

*Greater Cincinnati Health Council*

### **Robert Prichard, M.D.**

*St. Elizabeth Healthcare*

### **Leonard Randolph, Jr., M.D.**

*Mercy Health Partners*

### **Richard Shonk, M.D., Ph.D.**

*UnitedHealthcare*

### **John Sinclair**

*Mercer*

### **Lisa R. Sloane**

*Lisa R. Sloane, LLC*

### **Robert Steffel**

*HealthBridge*

### **Nancy Strassel**

*Greater Cincinnati Health Council*

### **Jeffrey Susman, M.D.**

*University of Cincinnati College of*

*Medicine*

### **Barbara Terry**

*United Way of Greater Cincinnati*

### **Derek van Amerongen, M.D.**

*Humana Ohio*

### **Judith Warren**

*Health Care Access Now*



# Cincinnati MD Resource Center

## MDRC Pursues Physicians

The Cincinnati MD Resource Center’s mission is to recruit and retain an adequate supply of physicians for the area, an enduring concern for access to quality healthcare. This initiative was created in 2004 to increase the visibility of local physician employment opportunities. No other metropolitan area in the nation has brought its competing entities together in order to recruit physicians. Over 150 physicians have been hired through its associated website, [www.cincinnatiMDjobs.com](http://www.cincinnatiMDjobs.com).



## The Challenge – A Shortage of Physicians

- **Nationally:** The United States will experience a shortage of 124,000 physicians by 2025
- **Locally:** Average age of a physician in Greater Cincinnati: 52
- Demand for medical care is increasing as baby boomers age

## Getting the Right Information to the Right Candidate

Local hospitals and physician practices work with Cincinnati MD Resource Center to promote area physician employment opportunities regionally and nationally. Dedicated recruitment professionals with a passionate focus and insight on local physician supply utilize online tools and a variety of outreach to match candidates with local opportunities.

## Partnering with the Community

In addition to value-based contracts with physician employers, **The Doctors Foundation** has provided ongoing support that enables services to be provided at no charge to all the area’s Federally Qualified Health Centers and continue a focus on recruiting African-American physicians. Additional support is provided by select business partners who understand the importance of an ample supply of physicians to our community.

## MD Resource Center Business Supporters

- Western & Southern Financial Group
- Cincinnati Bell
- PNC Bank
- Epic Systems Corporation
- Sanofi-Aventis Pharmaceutical



Greg Ebel, Collaborative Executive Director with Drs. Robyn Chatman, Roslyn Kade and James Masters, board officers of The Doctors Foundation.

*“The statistics are clear—doctors are retiring at a rate faster than the recruitment rate. And, recruiting African-American physicians is extremely difficult. The goal of the Doctors Foundation is to reverse these chilling trends and our support of the Cincinnati MD Resource Center matches well with our mission.”*

**Roslyn Kade, M.D.**, founding president of The Doctors Foundation with board members from area medical societies (Cincinnati Academy of Medicine, Butler County and Northern Kentucky)



## End of Life Care

### The Team

#### Program Director

**Dr. Douglas Smucker,**

Associate Professor of Family Medicine, University of Cincinnati College of Medicine and an authority on palliative and end-of-life care



#### Program Advisor

**Dr. David Wiltse,**

Past President of the Academy of Medicine of Cincinnati and a respected advocate for improving end-of-life care

#### Research and Evaluation Support

The Scripps Gerontology Center at Miami University

#### Task Force

Over two dozen end of life experts from hospices, hospitals, physician practices and academic institutions from throughout the area

### Improving End of Life Care Initiative Takes Root

Despite monumental costs to the health care system, research shows patients are not receiving the kind of care they want at the end of life. With leadership and support from the area's top experts in end-of-life care, the Collaborative is laying the groundwork to implement "Respecting Choices," a community-wide effort to improve communication around advance care planning that honors patient wishes. This emerging initiative has great potential to improve end of life care in our community.

### The Issue

Terminally ill patients often do not receive the range and quality of care they need and want, even though as much as 30% of Medicare dollars are spent in the last year of a patient's life.

Research shows that physicians often lack training about how to start vital conversations with their patients before it is a crisis situation, while the patient is still able to participate in the discussion and decisions. These important conversations are often delayed and avoided, with the patient and family facing their path through a terminal illness unprepared.

### The Support

Six local organizations have provided seed funding to provide initial training and design evaluation:

**Academy of Medicine of Cincinnati  
Mercy Health Partners  
Hospice of Cincinnati  
Vitas Hospice  
Hospice of the Bluegrass  
The Helen Steiner Rice Fund of the  
Greater Cincinnati Foundation**



### The Approach – Respecting Choices

Respecting Choices is a successful model of advanced care planning that has achieved remarkable results in La Crosse, Wisconsin and other communities. As a starting point, the Collaborative will be training a core group of health providers and other professionals who will then be able to train others in Respecting Choices "Physician Orders for Life Sustaining Treatment" (POLST) More information is available at [www.respectingchoices.org](http://www.respectingchoices.org).





## Supporters

### Corporate and Individual Supporters Enable Progress

An unprecedented number of local organizations supported the work of the Collaborative through sponsorship of the 2009 Celebration of Collaborative Leadership annual dinner and individual contributions.

#### Presenting Sponsor

GE

#### Leading Sponsors

Catholic Healthcare Partners/Mercy Health Partners  
Ethicon Endo-Surgery, Inc.

#### Supporting Sponsors

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Buck Consultants  
The Christ Hospital  
Cincinnati Bell  
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Great American Insurance Group  
The Health Alliance of Greater Cincinnati

HealthBridge  
HORAN  
The Jewish Hospital  
Macy's  
PNC Bank  
St. Elizabeth Healthcare  
The Urology Group & The Urology Center  
US Bank  
Watson Wyatt Worldwide

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The Creative Department  
Deloitte  
Frost Brown Todd LLC  
Roslyn Kade, MD  
LÛCRUM INC.  
Mayfield Clinic  
Porter Wright Morris & Arthur LLP  
West Chester Medical Center

#### Individual Contributors

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Stephen S. Holmes  
Terence L. Horan  
Premier Pediatric Group, Inc.  
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Jim Schwab  
John Sinclair  
Lisa Sloane  
Bob Steffel  
Nancy & Gary Strassel  
Karla Webb  
Susan L. Wilkinson  
Nora Zorich, MD, PhD

Health Improvement Collaborative of Greater Cincinnati

### 2009 Selected Financial Information

(Audited Results as of June, 2010)

#### 2009 Revenue

Grants/Contributions	\$1,591,146*
Other Income	\$ 283,144
<b>2009 Total Revenue</b>	<b>\$1,874,290</b>

#### 2009 Expenses

Program Services	\$2,146,126
Management & General	\$ 225,718
Fundraising	\$ 45,730
<b>2009 Total Expenses</b>	<b>\$2,417,574</b>

#### 2009

<b>Net Assets</b>	<b>\$982,000</b>
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\*Does not include grant income recorded in 2008 and set aside for 2009 expenses.

### Funding Partners

These organizations have provided generous multi-year operating support to the Collaborative

Catholic Healthcare Partners/Mercy Health Partners  
The Health Alliance of Greater Cincinnati  
The Health Foundation of Greater Cincinnati

TriHealth  
United Way of Greater Cincinnati



