The 2012 MediStar Awards
Celebrating the region’s best of the best and 20 years of Medical News.

By Melanie Wolkoff Wachsman

On May 22, 2012 the Hyatt Regency Louisville filled with more than 500 healthcare professionals and executives to celebrate the 6th annual MediStar Awards. Since 2007 IGE Media, publisher of Medical News and Medical News For You, have recognized excellence in the business of healthcare at this exclusive event, which honors eight outstanding healthcare professionals and organizations. In addition to the awards ceremony, the event featured networking, a cocktail reception and acknowledged the 20th anniversary of Medical News.

This year more than 40 organizations and 80 individual nominees were represented. Leading the way was University of Louisville/University of Louisville Health Care with a solid 14 nominations. Norton Healthcare had ten nominations.

Winners received a pewter repoussé MediStar award, which was created exclusively for the event by Louisville-based sculptor, Craig Kaviar of Kaviar Forge & Gallery.

2012 MediStar Award Winners

Scott T. Hedges, M.D., Seven Counties Services

Michael W. Bukosky, University of Louisville Physicians

Vasti Broadstone, M.D., Floyd Memorial Joslin Diabetes Center Affiliate

Michael W. Bukosky, University of Louisville Physicians

Kelly Gunning, M.A., NAMI Lexington

James Graham Brown Cancer Center Mobile Mammography Unit

Kosair Children’s Medical Center – Brownsboro/ designed by LMH Architecture

Kentucky Health Information Exchange

UofL Pediatrics – Forensic Medicine

ABOUT THIS ISSUE

Architecture/ Building/ Design

This month Medical News focuses on issues surrounding architecture, building and design for healthcare facilities. From how—as in how to engage in a construction-design team from a legal perspective and how to best outsource facility real estate services—to what—as in what new designs, construction and renovations caught our eye for its space planning, tailor-made design and efficiency, we got you covered.

Articles begin on page 17

HIPAA audits

In 1996, the Health Insurance Portability and Accountability Act (HIPAA) was approved by Congress and signed into law by President Bill Clinton. Since then, the landmark legislation has been substantially amended to further define expectations for security, privacy and breach notification.

Read more on page 5

MediStar Winners

The MediStar Awards were held on May 22, 2012 at the Hyatt Regency Hotel in Louisville. Eight healthcare organizations or individuals were honored for their outstanding contributions to the healthcare community. More than 500 healthcare professionals and executives were in attendance.

Read more on page 10

Ten reasons to engage in shared services initiatives

Outsourcing facility and real estate services can be of immense strategic advantage to hospitals and health systems. Outsourcing, sometimes referred to as shared services delivers a vast range of benefits, including reduced costs, streamlined operations and better facilities management.

Read more on page 20
Letter from the Publisher

Why We Print a Newspaper

As we have discussed many times in this publication, the healthcare landscape is constantly changing. The way we interact with our healthcare system today is dramatically different than how we received healthcare 20 years ago.

The same can be said for the media landscape as well. Throughout Kentucky, the way we receive information is constantly changing and rapidly evolving. Thanks to blogs, twitter and a variety of sources of news and information, we can get just about anything we want, anytime we want.

But I believe in print media. You can tell me over and over again that print is dead. I don’t believe it and neither do our numbers. I am proud of the fact that over the past four years, we have added very talented members to our staff, increased the number of pages we print each month, added publication months and created a new publication (Medical News for You). However, the two most telling signs to me are that we continue to increase the number of subscribers to our paper as well as the number of advertisers who trust us with their valuable (and limited) marketing dollars.

I do not say this information lightly or to brag, but to make the point that print is a very valuable resource as we continue to make difficult choices about the future of healthcare in Kentucky and Southern Indiana. While print publications may not offer the latest breaking news, they do offer an in-depth look at the issues that all of our healthcare leaders need to make informed decisions.

Of course, we will continue to find ways of delivering news and information. We have a revamped web site and continue to build a social media presence. However, I believe that it is important for the healthcare community that we continue to provide a high-quality print product that provides our readers with useful data and information.

Thank you for trusting us to be your source of news and information on the business of healthcare in Kentucky and Southern Indiana.

Sincerely yours,

[Signature]

Thoughts from the healthcare community

Health E. Network @HealthENetwork:
Family Health Centers, Inc. (FHC) just announced they will receive $5.38 million in federal grant funding for construction and renovation.

Medical News @kymedicalnews:
@theRCnews mentioned our biotech story (yay!), but what got our attention was the story on Skechers. Who knew?

Joe Steier @JoeSteier:
How great was it to see our Aging & Lifelong Wellness Strategy covered in the Washington Post & Kaiser news- people are starting to notice!

Luckett & Farley @LuckettFarley:
The UofL Dental School was just certified #LEED Silver!

Rob Edwards @robedwardsuky:
@UKBrettShort reminded me today the importance of securing iPhones in a health care environment. #UKTeam
State reports 531 deficiencies in nursing homes

State inspectors reported finding 531 deficiencies in 80 Kentucky nursing homes they inspected in the first quarter of this year. This latest report on the inspection of nursing homes in the state by the Office of Inspector General in the Cabinet for Health and Family Services was obtained through an Open Records Request by Kentuckians for Nursing Home Reform, a statewide advocacy organization.

According to the Centers for Medicare and Medicaid Services in Washington, the average number of deficiencies for nursing homes in the U.S. is eight and the average for Kentucky is seven. Deficiencies in the quality of care for all the nursing homes in Kentucky ranges from zero to 41.

There were five nursing homes in Kentucky that had no deficiencies in their quality of care:
- Clark Regional Medical Center, Winchester
- Nazareth Home, Louisville
- Essex Nursing and Rehabilitation Center, Louisville
- Barren County Health Care Center, Glasgow
- Cardinal Hill Rehabilitation Center, Lexington (initial inspection; under new ownership)

Hosparus begins center expansion

Hosparus is expanding its Inpatient Care Center in the Norton Healthcare Pavilion in Louisville, Ky. The expansion is scheduled for completion later this year, and will include ten additional patient care rooms for a total of 25 and more space for family areas.

UofL diversity program celebrates first graduates

Eight recent health sciences graduates — four dentists and four physicians — achieved a milestone because they all came from rural, minority or disadvantaged backgrounds.

The eight are the University of Louisville’s first group to complete the Summer Medical and Dental Education Program (SMDEP), a health sciences program aimed at creating a more diverse medical and dental workforce.

SMDEP gives undergraduate students exposure to the academic realities of medical or dental education through participation in an intensive six-week summer program that offers academic credit, books and supplies, a stipend, housing and meals.

Each summer, UofL accepts 80 potential medical or dental students to the program. UofL is one of 12 medical and dental institutions nationwide that participate in SMDEP.

Family Health Center of Floyd County receives $25,000

The Floyd Memorial Hospital Foundation recently presented a $25,000 check to the Family Health Center of Floyd County to assist in the Center’s efforts on behalf of Floyd county residents.

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We were here for you yesterday. We are here for you today. We will be here for you tomorrow.
Seven Counties’ Crisis and Information Center becomes Hope Now Hotline

Seven Counties Services, Inc. Crisis and Information Center (CIC) is now the Hope Now Hotline. The new name and tag line – “Where crisis meets opportunity,” better reflect the core mission of providing immediate hope through professional telephone counseling for persons in emotional crisis. The phone number and the hours of service (all 24 each and every day) will not change.

CIC has been a hallmark of community compassion since its birth in 1971 as a long-time partnership involving community mental health, the Cabinet for Health and Family Services and state departments charged with mental health, local social service departments and Metro United Way.

Services have always been available free of charge to anyone in the community, anytime and any day. That will remain with the Hope Now Hotline.

Knapp receives Distinguished Service to ACHCA Award

The American College of Health Care Administrators (ACHCA) announced Dr. Keith R. Knapp, president and CEO of Christian Care Communities, as community and family liaison at Christian Care Communities.

Each month, Medical News recognizes newly hired or promoted professionals who work in the business of healthcare in Kentucky or Southern Indiana. To be considered, the employee must work in or directly support a healthcare business. Listings will be published in order of receipt as space allows and not all photos will be published. Please submit a brief description and high resolution color photo saved as jpeg, tif or eps (pdfs will not be accepted) via email to melanie@igemedia.com.

UofL Stroke Center first in Kentucky with new stroke device

University of Louisville Hospital’s Stroke Center is the first facility in Kentucky, and among the first ten comprehensive stroke centers in the United States, to have access to the latest medical device that breaks up stroke-causing blood clots and restores blood flow in the brain more effectively than any other device.

The Solitaire Flow Restoration (FR) device received approval for patient use from the U.S. Food and Drug Administration in early March after its clinical trial was stopped early due to positive results.

It will now be utilized by University Hospital’s two interventional neurologists – Drs. Alex Abou-Chebl and Wei Liu. They are stroke neurologists who are specially trained to manually remove blood clots in the brain using small catheter devices.

In its clinical trial, Solitaire FR was compared to the Merci Retrieval System, a device that was FDA approved in 2004 – a device that started the era of treating strokes using minimally-invasive, catheter techniques. The positive results proved Solitaire FR was the superior device for clot removal.

Design firm recognized in national magazine

A recent article in Architecture entitled Morale will Improve highlighted several firms including Louisville-based design firm, Luckett & Farley. Luckett & Farley was recognized for its innovative employee-centered practices such as revamping its benefits package, offering above market salaries, enacting quarterly bonuses and allowing employees to earn more paid time off after each five years of work.
HIPAA audits

Coming soon to a covered entity near you.

By Cindy Sanders

In 1996, the Health Insurance Portability and Accountability Act (HIPAA) was approved by Congress and signed into law by President Bill Clinton. Since then, the landmark legislation has been substantially amended to further define expectations for security, privacy and breach notification.

The HITECH (Health Information Technology for Economic and Clinical Health) provisions of the American Recovery and Reinvestment Act of 2009, not only added another layer of regulations but also of regulatory oversight. Previously, HIPAA compliance reviews for covered entities were “event driven,” explained Susan McAndrew, deputy director of Health Information Privacy for the Department of Health and Human Services’ (HHS) Office of Civil Rights (OCR). A complaint from the public or a news report could lead OCR to open an investigation.

However, she continued, HITECH upped the enforcement ante by requiring HHS to conduct periodic HIPAA compliance audits for both covered entities and business associates. “The implicit authority for OCR to conduct audits also arose out of that February 2009 HITECH Act,” she noted.

The audits are designed to examine compliance procedures, identify best practices and bring to light risks and vulnerabilities. The hope is that audit findings will assist OCR in determining what types of technical assistance might be needed to improve compliance and which corrective actions are most effective.

Pilot Audit Program

To implement the mandate, OCR has launched a pilot audit program, which is to be completed by the end of 2012. “The original plan was to do up to 150 audits,” McAndrew said. “Now, for a variety of reasons, we are looking to complete 115 audits under the pilot.”

The audits are designed to examine compliance procedures, identify best practices and bring to light risks and vulnerabilities. The hope is that audit findings will assist OCR in determining what types of technical assistance might be needed to improve compliance and which corrective actions are most effective.

Audit Protocol Development

The second half of 2011 was devoted to audit protocol development. The protocols, explained McAndrew, are “comprehensive modules that permit the auditing to move forward on a uniform basis.” She continued, “They are essentially the roadmap or the way the auditor would approach their assessment of any entity for privacy, security and breach notification compliance.” Additionally, she said, “To the extent the requirements are the same, and then the protocol would be the same.” However, McAndrew noted, there are some protocol adaptations for specific segments of covered entities in cases where regulations vary for that sector.

From January-March, McAndrew said, “We dedicated the first 20 audits to be a field test of the protocols. We have looked at the results from the first 20 in order to evaluate whether there would need to be changes to the protocols themselves.”

For the most part, she continued, the tweaks to the established protocols have been relatively minor. McAndrew said field auditors, which have been contracted through public accounting firm KPMG, did find some redundancies so the process is being slightly streamlined. The plan, she added, is to make the finalized protocols available for online viewing.

However, since the audit process includes a mechanism for constant feedback from the field, she noted, “It’s also true the protocols will always be somewhat of a work in progress.”

Proactive in Nature

McAndrew said the focus of the audits has been proactive in nature. “The objectives really were to help us focus on where the weaknesses were in the compliance programs of entities so we could discover risks and vulnerabilities before they became an enforcement problem. It’s a way of closing the barn door before the horse gets out,” she said.

Ultimately, McAndrew continued, “We are looking for ways of sharing the results in an aggregate form so that entities can learn from one another, proactively self-assess, and make corrections before it becomes a compliance issue or before there is a complaint.”

“Proactive in Nature”

— Susan McAndrew, deputy director of Health Information Privacy for the Department of Health and Human Services’ (HHS) Office of Civil Rights (OCR)

“We are looking for ways of sharing the results in an aggregate form so that entities can learn from one another, proactively self-assess, and make corrections before it becomes a compliance issue or before there is a complaint.”

— Susan McAndrew, deputy director of Health Information Privacy for the Department of Health and Human Services’ (HHS) Office of Civil Rights (OCR)

Compliance experts are adamant that the time to think about a HIPAA audit is long before a letter ever arrives from OCR. Instead, covered entities and business associates are strongly encouraged to immediately begin proactive preparation for audits by assessing and documenting all policies and procedures tied to HIPAA requirements.

For more information visit www.hhs.gov/ocr/privacy/hipaa/enforcement/audit/index.html
Breast Center designated ACR Breast Imaging Center of Excellence

The Breast Center on the Norton Hospital campus in Louisville has been designated a Breast Imaging Center of Excellence by the American College of Radiology (ACR). This accreditation includes mammography, stereotactic breast biopsy, breast ultrasound and ultrasound-guided breast biopsy.

Accreditation is granted by the ACR to facilities that have achieved high practice standards in image quality, personnel qualifications, facility equipment, quality control procedures and quality assurance programs.

Central Baptist Hospital first in Lexington to use da Vinci technology

Bariatric surgeon Dr. G. Derek Weiss performed the first da Vinci Surgical System-assisted gastric banding, sleeve gastrectomy and greater curvature application weight-loss procedures in Lexington at Central Baptist Hospital last April.

Performance of the procedures marked the first time the new technology has been used in Lexington to perform some of the most popular types of weight-loss surgery.

The da Vinci Surgical System is a sophisticated robotic platform designed to expand a surgeon's capabilities and, in many cases, offer better surgical outcomes than minimally invasive surgery.

Dr. Weiss, who serves as medical director of bariatric surgery at Central Baptist Hospital, says the robotic surgery is a state-of-the-art advancement in medical technology and hopes it will continue to push the limits of weight-loss surgery. He looks forward to utilizing the da Vinci technology in many future weight-loss surgical procedures at Central Baptist Hospital, offering patients the potential of less pain, shorter hospitalization and faster recovery.

FEMA awards ResCare with national contract

ResCare, Inc., the country’s largest private human services company, was awarded a national contract by the Federal Emergency Management Agency (FEMA) to provide personal and home healthcare to survivors of presidentially declared disasters in any of the 50 states.

The company would, in most cases, provide care to the elderly and people with intellectual and developmental disabilities at FEMA-established shelters or in the individuals' own homes.

ResCare will offer personal assistance services to people who may ordinarily receive the services from family members, friends, paid caregivers or volunteers who are not available at the shelter site. ResCare has a group of on-call workers who can travel to a disaster site on short notice. The company also has satellite communication ability, transportation availability and disaster planning expertise.

Baptist Hospital East awarded national accreditation for excellence in breast care

Baptist Hospital East was awarded a three-year full accreditation designation by the National Accreditation Program for Breast Centers (NAPBC), a program administered by the American College of Surgeons. Baptist East is one of seven Kentucky hospitals to have earned the designation.

To earn accreditation, a breast center must meet or exceed quality standards in 27 areas established by the NAPBC.

Event: Passport Health Plan 2012 Health Summits
Info: Beyond the Surface: discovering the gems of comprehensive care, will feature topics such as health literacy, Title VI, and cultural competency care. The event includes continental breakfast and is free and open to Passport Health Plan providers and community partners.
When: June 12, 2012
Where: Extension Office Shelbyville, 1117 Frankfort Rd., Shelbyville, Ky., 40065
When: June 14, 2012
Where: Hotel Louisville, 120 W. Broadway, Louisville, Ky., 40202
Time: 8:30 a.m.-9 a.m. (Continental breakfast and registration), 9 a.m.-12 (Health summits)
Learn more: Contact Paige Kolok (502) 585-7303 or paige.kolok@passporthealthplan.com
To register: Visit www.passporthealthplan.com

Event: 2012 Champion for the Aging Award Luncheon
When: Friday, June 15, 2012
Time: Noon
Where: Galt House, 140 North 4th Street Louisville, Ky., 40202, Galt House East Ballroom
Info: Honoring Joe Steier, president and CEO, Signature HealthCARE
To register: Call (502) 736-3825 or email pbuster@elderserveinc.org

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Event: A Night at the Movies – “Forks over Knives”
When: Tuesday, June 26, 2012
Where: Marshall Women’s Health & Education Center, Norton Medical Plaza III - Suburban, Suite 108, 4121 Dutchman’s Lane, Louisville, Ky., 40207
Info: “Forks over Knives” is a documentary that chronicles the link between eating habits and chronic disease.
To register: Visit NortonHealthcare.com/calendar or call (502) 629-1234

Event: Harvest Meal—an interactive meal and discussion
When: Tuesday, August, 28, 2012
Time: 5:30-8 p.m.
Where: Harvest Restaurant, 624 E. Market St., Louisville, Ky., 40202
Info: The Health Enterprises Network is proud to partner with Harvest Restaurant, an innovator in the farm-to-table movement, for an interactive multi-course dinner. The evening will not only provide a delicious meal of local fare, but attendees will hear from and engage with experts on issues of wellness, nutrition and sustainability of our food economy.
UK College of Nursing celebrates two anniversaries

The University of Kentucky College of Nursing celebrated two milestone anniversaries this year with the 10th anniversary of the Doctor of Nursing Practice Program (DNP) which is the first DNP program established in the U.S., and the 25th anniversary of the Doctor of Philosophy in Nursing (Ph.D.) program, also the first Ph.D. in nursing program in Kentucky.

The DNP Program focuses on development of advanced competencies for complex practice, and research utilization for the improvement of clinical care delivery, patient outcomes, and system management. The Ph.D. Program prepares students to conduct clinical research for the generation of new knowledge applicable to nursing practice.

Carriço receives prestigious award

Ruth Carriço, Ph.D., R.N., FSHEA, CIC, of Louisville, Ky., was named the 2012 recipient of the prestigious Carole DeMille Achievement Award by the Association for Professionals in Infection Control and Epidemiology (APIC).

The award is given annually to an infection preventionist (IP) who best exemplifies the ideals of Carole DeMille, a pioneer in the field. An infection preventionist for 20 years, Carriço is an associate professor at the School of Medicine in the Division of Infectious Diseases at the University of Louisville.

Stanton named spokesperson of the year

Dr. Ryan A. Stanton, director of emergency medicine at UK HealthCare’s Good Samaritan Hospital and assistant professor of emergency medicine in the University of Kentucky College of Medicine, Lexington, Ky., was named the 2012 Spokesperson of the Year by the American College of Emergency Physicians (ACEP).

Stanton, who also is vice president and president-elect of the Kentucky Chapter of the American College of Emergency Physicians, is being honored for being a versatile and highly visible member of ACEP’s Spokesperson’s Network, regularly offering comment on complicated policy issues as well as consumer health topics, according to ACEP. He appears on television and is regularly quoted in radio and print stories in national publications.

Survey says nurses want mobile access to credible drug data

A recent survey of nearly 4,000 nurses and nursing students found that more and more nurses are turning to mobile technology to help them provide efficient and effective care.

Conducted by Lippincott Williams & Wilkins (LWW), publisher of the top-selling Nursing 2013 Drug Handbook, the survey found that 85 percent of nurses and students want a smartphone app version of the drug guide. LWW is part of Wolters Kluwer Health, a leading global provider of information, business intelligence and point-of-care solutions for the healthcare industry in Ambler, Penn.

LWW’s poll of 3,900 nurses and nursing students found that:

- 71 percent of nursing professionals use a smartphone for their job.
- 66 percent of students use a smartphone for nursing school.
- 85 percent of respondents want a mobile app version of a drug guide, while 89 percent want access to both an app version and the traditional print version.

Save the Date

Tuesday, June 26, 2012
Hyatt Regency Hotel
9:30 a.m - 1:30 p.m.

1st Annual
Mayor’s Healthcare Economy Conference
presented by Lexington HEALS Institute
N E W S
in brief

Lourdes held a dedication, blessing and open house

Lourdes held a dedication, blessing and open house for the Montgomery Cardiac Hybrid Operating Room and the Endovascular Hybrid Operating Room this past May.

Yan wins National Psoriasis Foundation award

Six scientists on the forefront of psoriatic disease research received Translational Research Grants, totaling $1.2 million, from the National Psoriasis Foundation for projects focused on moving scientific discoveries generated during laboratory or clinical research into projects that clearly benefit patients.

One recipient, Jun Yan, M.D., Ph.D., of the University of Louisville School of Medicine previously determined that a novel immune cell—called a gamma delta T cell—plays a critical role in development of psoriasis by producing a large amount of the inflammation inducing factor IL-17. Yan hopes to regulate these immune cells and determine how blocking their pathway decreases skin inflammation. This information could lead to new strategy for treating psoriasis and psoriatic arthritis. He is associate professor of medicine in the tumor immunobiology program at the James Graham Brown Cancer Center.

Each researcher received a two-year, $200,000 Translational Research Grant to further their study of psoriasis—the most common autoimmune disease in the country, affecting 7.5 million Americans—and psoriatic arthritis, an inflammatory joint and tendon disease.

Western Baptist ad campaigns receive national awards

Paducah, Ky.-based Western Baptist Hospital’s Pink Glove Dance public relations campaign for breast cancer awareness and “Miracles Every Day” television advertising are among national winners of the 29th Annual Healthcare Advertising Awards. The “miracles” campaign was one of 245 silver award winners, and the Pink Glove Dance entry was one of 231 bronze winners. The Healthcare Advertising Awards are sponsored by Healthcare Marketing Report, the leading publication covering all aspects of healthcare marketing, advertising and strategic business development.

Jewish Hospital receives quality achievement award

Louisville, Ky.-based Jewish Hospital, part of KentuckyOne Health, received the American Heart Association/American Stroke Association’s Get With The Guidelines-Stroke Silver Plus Quality Achievement Award. The award recognizes the facility’s commitment and success in implementing excellent care for stroke patients, according to evidence-based guidelines.

To receive the award, Jewish Hospital achieved an 85 percent or higher adherence to all Get With The Guidelines-Stroke Quality Achievement indicators for two or more consecutive 12-month intervals and achieved 75 percent or higher compliance with six of 10 Get With The Guidelines-Stroke Quality Measures, which are reporting initiatives to measure quality of care.

Central Kentucky Surgery joins Lexington Clinic

Central Kentucky Surgery has joined Lexington Clinic, central Kentucky’s oldest and largest multispecialty medical group. Central Kentucky Surgery is a physician group practice that has provided high quality, personalized surgical care for residents of central and eastern Kentucky since 1993. This association is expected to take effect on August 1, 2012, at which time Central Kentucky Surgery physicians will become members of Lexington Clinic’s Associate Physician Network.

NKU program receives award

In recognition of its efforts in helping northern Kentucky’s underserved population, the Northern Kentucky University Nurse Advocacy Center for the Underserved (NACU) was awarded the 2012 Award of Excellence in Public Health by the Northern Kentucky Independent District Health Department.

Scott Memorial Hospital signs letter of intent with the Regional Health Network of Kentucky and Southern Indiana

The board of directors of Scott Memorial Hospital, a 25-bed critical access hospital serving Scott County, Ind., announced that it signed a letter of intent to lease the hospital to The Regional Health Network of Kentucky and Southern Indiana, a new joint venture formed by Norton Healthcare and LifePoint Hospitals to operate hospitals in non-urban communities in the region.

This proposed relationship would be the first transaction for the new Norton and LifePoint company. As part of the proposed lease with Scott Memorial, the new company would operate the hospital, with LifePoint being the managing partner and Norton Healthcare being the clinical partner.

For more than 50 years, Scott Memorial Hospital has been the sole hospital provider in Scott County. A county hospital, the 25-bed critical access hospital is accredited by The Joint Commission and has approximately 200 full-time employees. The affiliation with the new joint venture company will be subject to the final approval of the Scott County Commissioners and County Council.
Job: Board certified internal medicine/pediatrics physician and chief medical officer, Physician Associates of Floyds Knobs LLC and Floyd Memorial Hospital & Health Services, New Albany, Ind.

Why did you decide to become a doctor?
I became a physician because I loved the thought of taking care of people and healthcare issues.

Is it different than what you thought? If so, how?
There is a lot more business related duties than I originally thought and the governmental burdens are tremendous and overbearing.

What is the biggest misconception about your field?
The biggest misconception is how much psychiatric care and counseling we actually provide in primary care.

What is the one thing you wish patients knew and/or understood about doctors?
We would like patients to understand the majority of physicians do this because we love helping patients and assisting them in maintaining their health.

We spend many years in school and training programs before we ever have an opportunity to make a decent living and if it were only about money, there are easier ways to accomplish this.

What is your opinion of electronic medical records (EMR) and how will this affect you and your practice? EMR’s are a necessary evil. They add a tremendous cost to the system and they decrease your efficiency, but they can provide better and quicker access to information. The only problem is that much of the information the EMR’s generate is useless for managing patients. It really only helps government and other third party entities who are far removed from patient care.

What’s one thing your colleagues would be surprised to learn about you?
I am not sure there are too many surprises. I am fairly easy to read, and most people know where I stand on issues. I do love my family and my Christian faith.

What’s the best advice you ever received? Who gave it to you?
As I began my practice, Dr. Bill Croft told me never to start Saturday office hours. Once you begin, it is too hard to stop them.

What’s the last good book you read?
I just finished The Hunger Games series.

Favorite daytime beverage?
I drink water 99 percent of the time.

Know a physician who deserves a chance in the spotlight?
Email: melanie@igemedia.com and find out how you or someone you know can be considered for an upcoming Physician Spotlight profile.
Scott T. Hedges, M.D. is senior vice president for medical services with Seven Counties Services, Inc., the regional mental health center for Louisville, Ky. and surrounding counties. Dr. Hedges is also clinical faculty with the Department of Psychiatry and Behavioral Sciences at his alma mater, the University of Louisville, School of Medicine. Dr. Hedges actively looks for opportunities to create community partnerships that lead to better and longer lives for individuals with severe psychiatric disabilities. He helped place psychiatric advance registered nurses on site at the Phoenix Health Center, which has aided more than 40,000 persons since 2000. He’s working with metro government to develop an integrated assertive treatment team to deliver intensive services to people who have multiple arrests and incarcerations—often stemming from untreated behavioral health issues.

Scott T. Hedges, M.D. Seven Counties Services

The ARGI Financial Physician of the Year Award

This year, the ARGI Financial Physician of Year Award was presented to a physician who demonstrated outstanding leadership on a local, state or national level to improve accessibility, affordability and quality of healthcare in our region.

The ARGI Financial Physician of the Year Award
Scott T. Hedges, M.D.
Seven Counties Services

2012 MediStar Award Winners

The Hall Render Leadership in Healthcare Award

Michael W. Bukosky
University of Louisville Physicians

This year, the Hall Render Leadership in Healthcare Award was presented to an individual demonstrating outstanding leadership in the business of healthcare.

The Hall Render Leadership in Healthcare Award
Michael W. Bukosky
University of Louisville Physicians

The Crowe Horwath Innovation Award

Kentucky Health Information Exchange

This year, The Crowe Horwath Innovation Award was presented to an organization that has positively impacted healthcare delivery costs through the development, design or implementation of new technology.

The Crowe Horwath Innovation Award
Kentucky Health Information Exchange

The Seven Counties Services Healthcare Advocacy Award

Vasti Broadstone, M.D.
Floyd Memorial Joslin Diabetes Center Affiliate

This year, The Seven Counties Services Healthcare Advocacy Award was presented to an individual that is the effective advocate at the local, state or national level concerning issues such as, but not limited to, access to care initiatives that support healthy lifestyles.

The Seven Counties Services Healthcare Advocacy Award
Vasti Broadstone, M.D.
Floyd Memorial Joslin Diabetes Center Affiliate

The need for accurate, up-to-date, electronic health data is critical in order for Kentucky physicians to provide quality healthcare, especially when time is critical for the patient. The Kentucky Health Information Exchange (KHIE) provides the technical infrastructure to allow for data exchange with healthcare facilities, provider electronic health records, and existing or emerging Regional Health Information Organizations (RHIOs) across the state. The core components of the statewide KHIE include: a master patient/person index; record locator service; security; provider/user authentication; logging and audits; and alerts. The system supports electronic prescribing, patient demographics, laboratory and imaging reports, past medical diagnoses, dates of services, hospital stays, immunization and cancer registry, syndromic surveillance and a provider portal. It also has the functionality to support stage 1 Meaningful Use.

Seven Counties Services, Inc.

The ARGI Financial Physician of the Year Award
Scott T. Hedges, M.D.
Seven Counties Services

Award winner Dr. Scott T. Hedges with presenters Angela Tichenor and Dave Zimmerman from ARGI Financial Group.

The Hall Render Leadership in Healthcare Award
Michael W. Bukosky
University of Louisville Physicians

Presenter Brian Veeneman with Hall Render and award winner Michael W. Bukosky.

Michael W. Bukosky has more than 30 years of strategic and operational experience in the healthcare industry. As CEO of University of Louisville Physicians, the clinical practice for the University of Louisville School of Medicine, he serves as senior business leader, managing the integration of 25 physician practices into a unified, collaborative and effective faculty practice group. He is charged with developing new organizational, management and operations structures, as well as building the processes and supporting infrastructure required for an integrated group practice. University of Louisville Physicians is the largest, multi-specialty physician practice in Louisville with more than 78 sub specialties, 1,200 dedicated staff professionals and more than 600 primary care and specialty physicians.

The Crowe Horwath Innovation Award
Kentucky Health Information Exchange

Presenter Rachel Spurlock with Crowe Horwath presents an award to Polly Mullins-Bentley, director of the Kentucky Health Information Exchange.

The Seven Counties Services Healthcare Advocacy Award
Vasti Broadstone, M.D.
Floyd Memorial Joslin Diabetes Center Affiliate

Dr. Vasti Broadstone and presenter Tony Zipple with Seven Counties Services.

Vasti L. Broadstone, M.D., is medical director at the Joslin Diabetes Center affiliate at Floyd Memorial Hospital & Health Services and chair of the board and medical director at Camp Hendon, Kentucky Diabetes Camp for Children. Camp Hendon gives children with diabetes a life changing experience that empowers them to take control of their journey with diabetes. This one-week medically supervised summer camping opportunity is for children ages eight to 17 with juvenile diabetes.

Dr. Broadstone has volunteered as the medical director for the American Diabetes Association (ADA)-sponsored Kentucky juvenile diabetes summer camp since 1985. In 2010, she and five others formed the Kentucky Diabetes Camp for Children after the ADA decided to merge Kentucky, Ohio and West Virginia into one camp. The 2011 first session had nearly 100 children participating.

The Hall Render Leadership in Healthcare Award
Michael W. Bukosky
University of Louisville Physicians

The Seven Counties Services Healthcare Advocacy Award
Vasti Broadstone, M.D.
Floyd Memorial Joslin Diabetes Center Affiliate

The need for accurate, up-to-date, electronic health data is critical in order for Kentucky physicians to provide quality healthcare, especially when time is critical for the patient. The Kentucky Health Information Exchange (KHIE) provides the technical infrastructure to allow for data exchange with healthcare facilities, provider electronic health records, and existing or emerging Regional Health Information Organizations (RHIOs) across the state. The core components of the statewide KHIE include: a master patient/person index; record locator service; security; provider/user authentication; logging and audits; and alerts. The system supports electronic prescribing, patient demographics, laboratory and imaging reports, past medical diagnoses, dates of services, hospital stays, immunization and cancer registry, syndromic surveillance and a provider portal. It also has the functionality to support stage 1 Meaningful Use.

Seven Counties Services, Inc.

The ARGI Financial Physician of the Year Award
Scott T. Hedges, M.D.
Seven Counties Services

Award winner Dr. Scott T. Hedges with presenters Angela Tichenor and Dave Zimmerman from ARGI Financial Group.

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Mammography Unit Program has made breast cancer screenings convenient and accessible to women at locations throughout Kentucky and southern Indiana. The program saves lives through early detection and provides affordable or even free mammograms to those in need. The Mobile Mammography Unit meets patients on their "home turf," providing a level of comfort that makes the screening process less intimidating. Many patients are from underserved populations who often don't get screened due to either economic or cultural barriers, so the Mobile Mammography Unit partners with business, community organizations and the healthcare community to develop targeted events designed to overcome these barriers. Last year they provided free screening mammograms to 1,500 uninsured women.

The Frost Brown Todd Facility Design Award

Kosair Children’s Medical Center - Brownsboro designed by LMH Architecture

This year, The Facility Design Award was presented to an organization that designed, built or implemented the most innovative facility in the region.

The vision for the architectural design of Kosair Children’s Medical Center-Brownsboro, designed by LMH Architecture, is based on a “ribbon of life” theme. Design elements throughout the facility carry this theme, including the canopies and the ribbon itself as it undulates across the front of the building. Inside the theme continues in floor and ceiling patterns and artwork provided by local artisans in metal, glass and fabric mediums. There exists an intuitive way-finding system to navigate the facility and bring a sense of ease to patients and families. Environments within the building and outside provide a healing atmosphere. Healing gardens on the grounds give patients and families a place of respite. Patient safety and risk management were also a design focus. The facility is LEED certified. A geo-thermal system provides HVAC needs, insulated concrete form walls creates a tight, highly efficient envelope, and a TPO roof provides for reflectance of solar gain.

The Consumer First Award

James Graham Brown Cancer Center Mobile Mammography Unit

Since 1991, the James Graham Brown Cancer Center Mobile Mammography Unit Program has made breast cancer screenings convenient and accessible to women at locations throughout Kentucky and southern Indiana. The program saves lives through early detection and provides affordable or even free mammograms to those in need. The Mobile Mammography Unit meets patients on their “home turf,” providing a level of comfort that makes the screening process less intimidating. Many patients are from underserved populations who often don’t get screened due to either economic or cultural barriers, so the Mobile Mammography Unit partners with business, community organizations and the healthcare community to develop targeted events designed to overcome these barriers. Last year they provided free screening mammograms to 1,500 uninsured women.

The A.O. Sullivan Award for Excellence in Education

UofL Pediatrics – Forensic Medicine

This year, The A.O. Sullivan Award for Excellence in Education was presented to an organization that has developed and implemented programs, which increase the level of knowledge, education and career opportunity in healthcare.

UofL Pediatrics-Forensic Medicine is Kentucky’s only child physical abuse and neglect assessment program. Their two full-time physicians are board certified in child abuse pediatrics, making it possible for a child abuse medicine fellowship training program at UofL Pediatrics. They developed a child abuse curriculum for medical students and residents at UofL. Physicians consult with physicians throughout the state, engage in legislative work, and assist child victims of sexual abuse at Family & Children’s Place Child Advocacy Center. Forensic psychologists provide high-level, court-ordered forensic mental health assessments for caregivers in alleged maltreatment cases. They partner with child advocacy organizations to develop outreach programs to educate citizens and end child abuse. Currently, they are one of only four child abuse programs nationwide participating in an NIH-funded study about bruising in children.
Medicine
July:
Education/Workforce Education
August:
Healthcare Specialties
September:
Marketing/Brand Building
October:
Business of Aging

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Contact Ben Keeton
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Interested in contributing?
Contact Melanie Wolkoff Wachsman
Melanie@igemedia.com
502-813-7405
Congratulations to the 2012 MediStar Award Finalists

The ARGi Financial Physician of the Year Award presented to a physician who has demonstrated outstanding leadership on a local, state or national level to improve accessibility, affordability and quality of healthcare in our region.

Scott T. Hedges, M.D.
Seven Counties Services

Kerri Remmel, M.D., Ph.D.
University of Louisville Hospital Stroke Center

Madonna Ringswald, D.O.
Baptist Hospital

The Crowe Horwath Innovation Award presented to an individual or organization that has positively impacted healthcare delivery costs through the development, design or implementation of new technology.

Roberto Bolli, M.D.
Jewish Hospital & St. Mary’s Healthcare, a part of KentuckyOne Health

Kentucky Health Information Exchange

Supply Chain
UofL Hospital and James Graham Brown Cancer Center

University Hospital

The Frost Brown Todd Facility Design Award presented to an individual or organization that has designed, built or implemented the most innovative facility within the region.

Home of the Innocents designed by Michael Koch & Associates

Kosair Children’s Medical Center - Brownsboro designed by LMH Architecture

The Governor’s Dignity of Humanity Award presented to an individual or organization that through its mission and its actions has improved availability and/or access to healthcare services for our region’s underserved or vulnerable populations.

Christian Care Communities

Vasti Broadstone, M.D.
Floyd Memorial Joslin Diabetes Center Affiliate

Kelly Gunning, M.A.
NAMI Lexington

Supplies Over Seas

Remote Area Medical (RAM) UofL School of Dentistry

The Hall Render Leadership in Healthcare Award presented to an individual or organization demonstrating outstanding leadership in the business of healthcare.

Michael W. Bukosky
University of Louisville Physicians

Norton Healthcare

The Seven Counties Services Healthcare Advocacy Award presented to an individual or organization that is the effective advocate at the local, state or national level concerning issues such as, but not limited to, access to care initiatives that support healthy lifestyles.

Foundation for a Healthy Kentucky

Therese Sirles, Kosair Children’s Hospital

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Carol Fout-Zignani, MSN, R.N., CCMEC Norton Healthcare

ULH Nurse Residency Program

UofL Pediatrics – Forensic Medicine

The Consumer First Award presented to an individual or organization that has demonstrated the most “consumer friendly” program or facility.

James Graham Brown Cancer Center Mobile Mammography Unit

CenterOne, Seven Counties Services

Mary N. Haynes, R.N., M.S., MSN, Nazareth Home, Inc.

Recovery Mall at Eastern State Hospital

The Seven Counties Services Healthcare Advocacy Award presented to an individual or organization that is the effective advocate at the local, state or national level concerning issues such as, but not limited to, access to care initiatives that support healthy lifestyles.

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Recovery Mall at Eastern State Hospital
Past MediStar Award Winners

2007 MediStar Award Winners

Health Communicator Award
Mayor’s Healthy Hometown Movement
Facility Design Award
Luckett & Farley, Inc.
Health Innovation Award
Innovative Productivity, Inc.
Healthcare Advocacy Award
Commonwealth Health Free Clinic
Consumer First Award
Norton Healthcare, Focus on the Patient Initiative

Physician of the Year
Adewale Troutman, M.D.,
Director, Louisville Metro Department of Public Health & Wellness
Leadership in Healthcare Award
Gene Woods, President and CEO, Saint Joseph Healthcare
Health Educator Award
Kentucky Psychological Association Foundation

2008 MediStar Award Winners

The Leadership in Healthcare Award
JoAnne DeLorenzo Maamry, President and CEO, Our Lady of Peace
The A. O. Sullivan Award for Excellence in Education
Diabetic Education Team, Central Baptist Hospital
The Consumer First Award
Cardinal Hill Rehabilitation Hospital Side x Side Art Project
The Facility Design Award
Frazier Rehab Institute

The Governor’s Dignity of Humanity Award
Sandra Brooks, M.D., Norton Cancer Institute Prevention and Early Detection Program
The Healthcare Advocacy Award
Therese Moseley, R.N. Nurse Educator, Central Baptist Hospital
The Innovation Award
SHPS, Inc.
The Physician of the Year Award
William Brooks, M.D., Central Baptist Hospital & the University of Kentucky

2009 MediStar Award Winners

The Leadership in Healthcare Award
Hieu Tran, Sullivan University
The A. O. Sullivan Award for Excellence in Education
Cardinal Hill Therapeutic Garden Program
The Consumer First Award
Baptist Hospital East Cancer Care Center
The Passport Health Plan Governor’s Dignity of Humanity Award
Seven Counties Services

2010 MediStar Award Winners

The Hall Render Leadership in Healthcare Award
Owensboro Medical Health System
The A. O. Sullivan Award for Excellence in Education
Norton University
The Consumer First Award
Passport Health Plan’s Cultural and Linguistics Program
The Governor’s Dignity of Humanity Award
MedAssist, Incorporated & Firstsource Solutions USA, Inc.

2011 MediStar Award Winners

The ARGI Financial Physician of the Year Award
Kupper Wintergerst, M.D., Pediatric Endocrinology & Diabetes University of Louisville
The Hall Render Leadership in Healthcare Award
Signature HealthCare
The Crowe Horwath Innovation Award
ApoVax, Inc.

2012 MediStar Award Winners

The Healthcare Advocacy Award
O’Tayo Lalude Ph.D., JHSMH Physician Group
The Innovation Award
Center for Healthcare Reimbursement
The Physician of the Year Award
Elizabeth Garcia Gray, M.D.
The Facility Design Award
Fleming County Hospital, designed by Luckett & Farley
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Quality education for today’s diverse careers

Norton Healthcare
Real people. Remarkable care.

University of Louisville
Top designs

Forward-thinking, “green” and aesthetically pleasing describes Kentucky’s new or renovated healthcare facilities.

By Melanie Wolcott Wachsman

Kentucky not only offers high-quality healthcare but design-forward healthcare facilities. From new construction to complete renovations or additions, healthcare operations within the bluegrass state offer an assortment of unique art elements, “green” and safety features and state-of-the-art technology in its structures. Below are a few examples of recently built or renovated facilities that caught our eye for their outstanding design features.

UK Chandler Hospital, UK HealthCare

Art, in all of its forms, combined with the science of medicine, work in concert to create a comforting, welcoming and healing environment at the Lexington, Ky.-based UK Chandler Hospital. This 1.2 million-square-foot center for specialty and sub-specialty care will support UK HealthCare. Opening to patients is 128 beds, including 48 in the intensive care unit and 80 for acute care, as well as the lobby, chapel, surgical waiting room and a 305-seat auditorium.

The new Chandler Emergency Department is equipped with state-of-the-art monitoring and life-support systems. The physical design of the patient room allows essential clinical technology to be at the bedside and reduces the need for patient movement.

Other features include: an atrium lobby that connects to all existing pavilions; ICU, progressive and acute patient rooms in the same tower; floor design that uses acoustic materials; private rooms that support noise reduction; and floor to ceiling height and wider doorways accommodate future technology.

The Cardiovascular Innovation Institute, University of Louisville & Jewish Hospital & St. Mary’s Healthcare, a part of KentuckyOne

The 90,000 square foot Cardiovascular Innovation Institute (CII) is home to world renowned investigators and entrepreneurs. The CII possesses unique capabilities to take research findings from the biomedical and bioengineering labs straight to the bedside, helping patients lead better lives. The facility houses an unrivaled preclinical R&D complex permitting the most multifaceted surgical and interventional procedures conducted on multiple animal species. The research labs provide biologic and engineering capabilities with equipment such as tissue culture, biomechanics, microscopy, medical device design and construction, regenerative medicine suites and a class 1,000 GMP compliant cleanroom, for processing materials to support human clinical trials and human therapies.

Riverbank Filtration Tunnel & Pump Station

The Louisville Water Company (LWC) embarked on the Riverbank Filtration (RBF) program to provide a new source of drinking water and to address public health and future drinking water regulations as required by the Safe Drinking Water Act. The project uses a tunnel and well system to capture the ground water that primarily comes from the Ohio River. The water flows from the Ohio River, through the naturally filtering sands and gravels of an aquifer and into wells. The water then flows by gravity into a tunnel and is pumped to a treatment plant. LWC can deliver up to 75 million gallons a day of high quality RBF water to the plant.

Riverbank Filtration is a “green” approach to producing high-quality drinking water utilizing the earth as a natural filter. Because water is naturally filtered, it requires less treatment, and the treatment process eliminates taste and odor issues. LWC is the first utility in the world to combine a gravity tunnel with wells as a source for drinking water.

Norton Cancer Institute

Louisville, Ky.-based Norton’s Cancer Institute is a 65,000 square foot, three-story facility. It provides care under one roof for all of the needs of any cancer patient. The facility is designed with the patients’ needs as the top priority from decreasing stress to promoting healing. The unique, comforting design and space planning along with the color palettes aid in providing optimal care. Unique areas include meditation gardens, resid-
the radiation treatment area is the “Hands of Connection” wall art by Che Rhodes, which illustrates the importance of the hands to treat, heal and console. Investment in high-tech equipment and research development were also top priorities.

The building’s construction followed the LEED principles (Leadership in Energy and Environmental Design) designation, the national standard for a “green” building which ensures energy conservation, efficiency and “green” techniques.

Cardinal Hill Rehabilitation Hospital Patient Care Addition

The Lexington, Ky.-based Cardinal Hill Rehabilitation Hospital Patient Care Addition added 158,064 square feet to the current 191,183 square feet for a total of 349,248 square feet. The new facility offers wide hallways for increased accessibility for wheelchairs and walkers, state-of-the-art patient rooms with overhead tracking system to allow for more safe and convenient patient transfers and six therapy gyms.

The architect designed a three-story atrium that allows the addition of 40 patient rooms, each with a window. This gives patients a feel as if their room is looking outdoors so the walls were treated of the same as the exterior walls—with brick and cut-stone masonry features. At the ground level street pole lights, plantings, a fountain and brick seat-walls were installed to further the outdoor concept. The roof over the atrium is filled with multiple skylights to flood the atrium and patient rooms with natural light. The new addition also allowed for a new aquatic facility, equipped with three handicapped accessible pools.
Christian Care Communities breaks ground
Bowling Green facility brings wide range of new services.

By Suellen Joy Brill

Christian Care Communities recently broke ground for a $12 million expansion of Village Manor in Bowling Green, Ky., that will bring a wide range of new services for seniors, including assisted living, memory care and short-term rehabilitation care.

Aging in Place

“This expansion project strengthens our senior living services in south central Kentucky and is in direct response to the growing need for assisted living services, memory care and short-term rehabilitation care for Older Adults,” said Dr. Keith Knapp, president and CEO of Christian Care Communities.

“The changes we are incorporating will give seniors the support they need to age in place at Village Manor as their needs change.”

Expansion Details

The expansion includes a state-of-the-art, three story, 69,000 square foot care community with six residential neighborhoods (care units) designed for 12 residents each.

There will be two assisted living neighborhoods, two memory care neighborhoods and two rehabilitative care units. Each neighborhood will include private bedrooms and baths, open kitchen, living room, dining room and multi-purpose room for residents to share and enjoy.

Home-like Feel

“It’s a unique design that creates an intimate, home-like feel for residents,” said Melanie Eaton, executive director and administrator of Village Manor and the Christian Health Center.

“We’re bringing to life the innovative, small house neighborhood concept where healthy and active lifestyles are the focus and medical care is provided in a very discreet manner. Every aspect – from shorter hallways to staff interconnectedness – is designed to create a real home for residents,” Eaton continued.

The 69,000 sq. foot expansion also includes an inpatient rehabilitation suite with therapy gym and occupational kitchen; two secure, outdoor, upper level courtyards specially designed for memory care residents; guest suite for family members; and a porte-cochère at the main entrance for the convenience of residents and visitors.

“This expansion project strengthens our senior living services in south central Kentucky and is in direct response to the growing need for assisted living services, memory care and short-term rehabilitation care for older adults.”

– Dr. Keith Knapp, president and CEO of Christian Care Communities

The expansion project will add several private rooms at the Christian Health Center, renovation of the health center’s lobby and common areas and additional office space.

The project’s architect is Cincinnati-based Childress & Cunningham Inc., with construction managed by Glasgow-based Alliance Corporation.

Construction began in May 2012, with the new facility and renovations to the Christian Health Center scheduled for completion in the summer of 2013.

Suellen Joy Brill is public relations director for Christian Care Communities.
Ten reasons why you should consider shared services initiatives

Outsourcing can lead to costs savings, operational efficiencies and core competency focus.

By Sydney Scarborough

Outsourcing facility and real estate services can be of immense strategic advantage to hospitals and health systems. Outsourcing, sometimes referred to as shared services delivers a vast range of benefits, including reduced costs, streamlined operations and better facilities management.

Leveraging the experience and relationships of a seasoned real estate partner translates to widespread cost savings, streamlining and efficiency.

Equally as important as the financial operational benefits, outsourcing allows hospital leadership a greater ability to focus on its intended, core competencies. With property, plant and equipment comprising nearly 50 percent of most health systems’ assets, the scope of outsourced services may include standardizing and optimizing building operations, energy and sustainability systems, purchased services, leasing and lease administration, and sustainability systems, purchased services, leasing and lease administration.

The top 10 reasons to outsource are:

10. Improve the quality and productivity of the workforce
Partnering with an experienced real estate firm can significantly enhance and intensify the quality of the operations workforce and the quality of their work experience. Industry leading training, competency testing, technical mentoring and goal-setting enrich the work environment and translate to a more satisfied workforce with multiple professional growth opportunities. The bottom line is a boost in productivity, and enhancement of employee recruitment and retention.

9. Deploy the latest systems faster, with less cost and risk
Computerized maintenance management software (CMMS) and other systems are a proven way to reduce facilities costs and increase efficiency. But the time, expense and risk involved to select and implement such systems can be daunting – or even prohibitive. Partnering in these areas can provide faster, more cost-effective, less risky access to all the latest tools and technology.

8. Obtain better metrics/performance measurements
A major firm can also provide access to all of the latest performance measurement tools. Leveraging a real estate partner’s existing, proven platforms allows healthcare executives to clearly see inefficiencies and make strategic, wide-reaching, beneficial decisions that significantly impact the bottom-line.

7. Comply with documentation more efficiently and accurately
An astute partner can deploy a team of skilled professionals to keep up with regulations, manage life safety equipment, complete CMS validation surveys and ensure compliance with time-consuming but mandatory documentation.

6. Reduce risk through principal supplier relationships
Shedding the risk of real estate and relying on the experience and industry savvy of a qualified partner can significantly mitigate unknowns. There is intrinsic monetary value to this knowledge.
You don’t know what you don’t know, and the experiential data an experienced partner provides pays off exponentially.

5. Delegate energy management for savings and sustainability
Trained, accredited energy and sustainability professionals provide the experience, credentials and know-how to enable healthcare providers to achieve their objectives in the areas of portfolio energy management, sustainability, utility procurement, energy assessments, and Leadership in Energy and Environmental Design (LEED), Green Globe and ENERGY STAR certifications. Energy and sustainability professionals can enable providers to dramatically reduce their carbon footprint and significantly contain costs, while allowing them to focus on their core mission of healthcare delivery.

4. Ensure maintenance of all capital assets, not just real estate
Health systems are inundated with time-consuming, complex functions that fall outside of their true mission of providing outstanding healthcare. Forming a strategic alliance with a firm that excels in the areas of facility management, medical equipment management and other healthcare related functions results in increased efficiency and cost savings, while allowing health system executives greater focus on the core business.

3. Enjoy best-in-class capital management
Allocating scarce capital wisely—whether acquiring new, replacing old, or maintaining existing property, plant and equipment—is incumbent on healthcare leadership. But, prioritizing real estate and facilities budgets, including how much to allocate for things like repair and replacement, can be challenging. In addition, departments or programs that lack a direct revenue or ROI component might lose priority. Outsourcing capital management to an expert real estate partner can maximize strategic planning and allocation of dollars. A qualified real estate expert proactively analyzes and plans for short- and long-term needs, resulting in significant cost savings and preservation of valuable assets.

2. Generate more revenue
With the aging population and an expected increased number of insured under healthcare reform, preparing to handle increased volume profitably is a key goal of healthcare executives. With all of its resources dedicated to enhancing the performance of facilities and real estate, a third-party expert can identify solutions to meet system growth initiatives whether for new space or by reconfiguring existing space. And, consider the amount of time healthcare executives spend on real estate and facilities matters.

The opportunity costs can be substantial, detracting and distracting leadership from other critical responsibilities. Outsourcing to dedicated real estate experts gives back those valuable hours, which can then be devoted to business efficiency and revenue generating opportunities. Optimizing and standardizing the quality and look of real estate will enhance those marketing efforts.

1. Reduce occupancy costs
Leveraging the experience and relationships of a seasoned real estate partner translates to widespread cost savings, streamlining and efficiency. This can be applied to such critical functions as procurement, optimal resource allocation, energy efficiency, electric systems, medical waste, chilled maintenance, water treatment systems, landscaping and snow removal through an already firmly established national and regional supply chain.

Sydney Scarborough is managing director, Jones Lang LaSalle (healthcare solutions group) in Chicago.

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Ten reasons why you should consider shared services initiatives

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Trained, accredited energy and sustainability professionals provide the experience, credentials and know-how to enable healthcare providers to achieve their objectives in the areas of portfolio energy management, sustainability, utility procurement, energy assessments, and Leadership in Energy and Environmental Design (LEED), Green Globe and ENERGY STAR certifications. Energy and sustainability professionals can enable providers to dramatically reduce their carbon footprint and significantly contain costs, while allowing them to focus on their core mission of healthcare delivery.

4. Ensure maintenance of all capital assets, not just real estate
Health systems are inundated with time-consuming, complex functions that fall outside of their true mission of providing outstanding healthcare. Forming a strategic alliance with a firm that excels in the areas of facility management, medical equipment management and other healthcare related functions results in increased efficiency and cost savings, while allowing health system executives greater focus on the core business.

3. Enjoy best-in-class capital management
Allocating scarce capital wisely—whether acquiring new, replacing old, or maintaining existing property, plant and equipment—is incumbent on healthcare leadership. But, prioritizing real estate and facilities budgets, including how much to allocate for things like repair

and replacement, can be challenging. In addition, departments or programs that lack a direct revenue or ROI component might lose priority. Outsourcing capital management to an expert real estate partner can maximize strategic planning and allocation of dollars. A qualified real estate expert proactively analyzes and plans for short- and long-term needs, resulting in significant cost savings and preservation of valuable assets.

2. Generate more revenue
With the aging population and an expected increased number of insured under healthcare reform, preparing to handle increased volume profitably is a key goal of healthcare executives. With all of its resources dedicated to enhancing the performance of facilities and real estate, a third-party expert can identify solutions to meet system growth initiatives whether for new space or by reconfiguring existing space. And, consider the amount of time healthcare executives spend on real estate and facilities matters.

The opportunity costs can be substantial, detracting and distracting leadership from other critical responsibilities. Outsourcing to dedicated real estate experts gives back those valuable hours, which can then be devoted to business efficiency and revenue generating opportunities. Optimizing and standardizing the quality and look of real estate will enhance those marketing efforts.

1. Reduce occupancy costs
Leveraging the experience and relationships of a seasoned real estate partner translates to widespread cost savings, streamlining and efficiency. This can be applied to such critical functions as procurement, optimal resource allocation, energy efficiency, electric systems, medical waste, chilled maintenance, water treatment systems, landscaping and snow removal through an already firmly established national and regional supply chain.

Sydney Scarborough is managing director, Jones Lang LaSalle (healthcare solutions group) in Chicago.
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Engaging a design and construction team

How you get there is as important as where you are going.

By Angela Stephens and Matt DeVries

In April, Medical News focused on various elements of health IT from the good, the bad and even the confusing. Whether you are dealing with new construction or renovations of existing healthcare facilities, technology and innovation continue to improve the landscape of healthcare construction. In the end, you want a facility that optimizes energy efficiency, while at the same time has the right equipment that seamlessly integrates your IT department, medical providers and end-users. In the construction industry, the project delivery system you choose is just as important to the process as the design and construction criteria you choose.

Types of Project Delivery

The generic term “project delivery system” describes how the participants are organized to interact, transforming the owner’s project goals and objectives into a finished facility. The delivery method you select can have a significant impact on the costs and schedule of your project. Therefore, before you hire an architect you need to consider which delivery method will best suit your needs. Some of the primary methods include:

- **Design-Bid-Build** Under this traditional construction delivery method, you will hire an architect to develop a complete set of plans, and once they are complete, the architect will assist the owner in hiring a contractor. The benefit of this method is that your contractor should be able to give you a lump-sum price for the work contained in the plans. However, there are disadvantages to this method. Those include the concern that the design documents may not be complete or may contain errors which will result in change orders during the project. Additionally, the overall construction process is lengthened because the contractor is not brought on board until the design is complete.

- **Construction Management At Risk (CMAR)** This delivery method has been around as long as design-bid-build, but it is just starting to become more commonly used. Under the CMAR delivery method, the contractor is brought on board at or near the same time as the architect. The contractor reviews the plans as they are being developed, provides input on how the design will impact the budget, suggests ways to reduce costs, and begins planning for the construction phase. The early involvement of the contractor can help save construction costs and reduce the overall schedule of the project. As an example, this method was recently used on the construction of the KFC Yum! Center in Louisville, Ky., which came in under budget and on schedule.

Construction Contracts

There are two main forms of standard construction contracts: American Institute of Architects (AIA) contract documents; and the ConsensusDOCS, created by a coalition of designers, owners, contractors and suppliers. Both AIA and ConsensusDOCS have what are called families of documents for each delivery method. For example, the AIA design-bid-build family of documents contains an owner-architect agreement, an owner-contractor agreement, a set of standard terms and conditions which will apply to all parties on the project, and a contract between the contractor and subcontractor. This family of documents is coordinated and is meant to be used together.

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In the construction industry, the project delivery system you choose is just as important to the process as the design and construction criteria you choose.

The advantages of the method include the lack of checks and balances that an independent architect and contractor would have on one another during the project.

Integrated Project Delivery This new project delivery method, also known as IPD, is starting to be used by many large hospitals on complex projects. Under IPD, the owner, architect, and contractor enter into a three-party agreement whereby all parties agree to share the risks and rewards of the project. For example, if the costs come in under budget the parties are rewarded with sharing the savings. Additionally, under an "true" IPD agreement all three parties agree at the outset not to sue one another. The benefits of IPD include a team approach to a project rather than the silo effect that can happen in design-bid-build. The disadvantages include the risk of having a claim arise under which you cannot sue the other party.

Contract Documents
Once you have selected the delivery method that is right for your project, you need to select a team that has experience with the chosen delivery method. Then, the most important task is to get the right set of contracts in place. Not all contracts are equal or suitable for every delivery method. The relationships and responsibilities of the parties will be very different depending on what delivery method you choose.

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What Next?
The next step is to modify the contracts to suit your particular design and construction needs. Once you have selected the delivery method and selected a family of documents to use, don’t stop there. Many of the standard contracts are drafted to favor either the architect or contractor. Below is a list of just a few of the contract clauses that owners should look out for and consider:

• Waivers of consequential damages: Consequential damages are those damages like profits you may lose if your building is not completed on time. Many standard contracts waive these damages, which could mean that if the project is delayed you will not be able to recover those costs.

• Liquidated damages: These types of damages involve an agreement on a specified amount of money (i.e. $5,000 per day) if the project is not completed by a certain date. If completion of your project by a certain date is critical, owners should include a liquidated damages clause in the contracts. This clause should be carefully drafted with thought given to the schedule and what will trigger the liquidated damages clause.

• Retainage: Most contracts allow owners to withhold a certain percentage of the amounts earned by the contractor for work performed. These amounts are used to ensure the work is completed and any defective work is corrected. Owners should consider how much they want to (and are allowed by law to) withhold.

As you look to design and construct a new facility, or undertake a major renovation of an existing facility, the success of the project will often be tied to the overall process by which the project is designed, constructed and/or maintained. In the end, it is always important that the contracts be carefully reviewed, as they will determine what happens if a change needs to occur or claims are made during or after the project.

Angela Stephens is a member of Stites & Harbison PLLC in Louisville, Ky. Matt DeVries is a member of Stites & Harbison PLLC in Nashville, Tenn.

Three contract clauses owners should watch for:
1) Waivers of consequential damages
2) Liquidated damages
3) Retainage
Tailor-made for pre-term babies

Baptist East dedicates its newly renovated and expanded NICU.

By Kit Fullenlove

Vivi is sound asleep, her tiny head warmed by a polka-dot stocking cap. Her parents, Elizabeth and Rolf, stand on either side of her incubator, looking in at their first-born daughter born six weeks early. Soon, it will be time to breastfeed her, adding ounces to her little three-pound body.

Ceiling lights over the incubator are dimmed to a soft glow, designed to help Vivi get all the extra sleep that she needs to thrive and grow. Her incubator includes round "doors" that open to allow her parents and nurses to touch and stroke her.

The room is quiet – outside noises of conversation and foot traffic cut off by the sliding glass doors. Privacy is ensured by pulling a curtain. But Vivi’s nurse can still check on her by looking through an observation window positioned for a view of the baby’s head. The double-paned window has blinds inside so nurses can get a peek, and then close them again for family privacy. A centralized monitoring system also allows nurses to keep track of their tiny charges from the outside hallway.

Before Vivi was moved to the just-opened and expanded Level II NICU at Baptist Hospital East, she was rooming with another preterm baby. The fussy little guy disrupted Vivi’s much-needed sleep. But now that Vivi has her own room, it’s a different story.

Renovation and Expansion

In April, Baptist East dedicated its newly renovated and expanded NICU with eight all-private rooms, including space for twins or triplets to stay together, and a special isolation room. This doubled the number of available monitored beds for babies who need extra attention after they’re born. More than 1,500 square feet was added to the nursery by expanding the space onto the hospital’s third-floor roof. Construction and new equipment cost was about $900,000.

The design features of the single family room NICU at Baptist East are tailor-made for preterm babies like Vivi. Sensitive to light and noise, studies have shown that controlling their environment is important to their development. A lower level of stimulation equals faster weight gain.

Drawing on Clinical Studies/Design Trends

Doctors and nurses at Baptist put their heads – and ideas – together in designing the expanded space, drawing on the latest clinical studies and design trends. Having single family, all-private rooms are an emerging trend in designing a NICU.

“The literature shows that babies not only do well in this (all-private room) environment where we can meet individual baby needs, but it meets the parents’ needs for bonding and offers privacy for breastfeeding,” said nursing director Pam Kayrouz.

Babies are not only affected by their environment, but indirectly by the influence of that environment on their caregivers – both their parents and healthcare workers.

Studies have shown that parents of preterm babies value their personal comfort – saying overnight accommodations are essential. Each room includes a pullout sleeping couch for parents. The lighting is designed so parents can read without over stimulating their baby. Other amenities include a flat screen TV and a chair that can be used for breastfeeding. The TV has a built-in DVD player so parents can view educational videos about baby care. The NICU unit is painted a soothing blue.

Single rooms allow for more privacy for parents to help with caring for and bonding with their baby. They can also talk privately with the neonatologist or other staff. At Baptist East, the rooms can accommodate large equipment, such as a portable ultrasound, so baby can remain in the room for tests while parents observe.

For healthcare workers, the single family rooms have been shown to increase staff satisfaction and reduce stress.

Emphasis on Quiet

With the emphasis on quiet, the tile floors were replaced with wood which also gives the unit a more home-like feel.

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State-of-the-art incubators weigh and warm baby. Each of the eight private rooms is equipped with cardiac and respiratory monitors plus basic equipment and medications. Everyday medical supplies are available nearby in an Omnicell which works much like a vending machine. The crash cart used for emergencies is tucked into a recessed area of the cabinets so it's readily at hand, but not obtrusive.

For convenience and infection control, each room has a hand-washing sink located near the door.

**Stark Contrast to Former Rooms**

It's a stark contrast to the old-style open baby NICU that Baptist had for years. The open bay NICU allowed nurses to care for several babies at the same time—but also added to the stress for parents unaccustomed to monitoring systems and beeping alarms. It was also problematic for infection control, and privacy concerns, including those addressed by the Health Insurance Portability and Accountability Act (HIPAA).

HIPAA has been one driving force for the switch to single family rooms in the NICU, along with the hospital-wide trend toward all-private rooms for adults. Increased understanding of the value of breastfeeding and kangaroo care—both advocated at Baptist—has also been a major factor.

*Kit Fullenlove is public relations manager, Baptist Health.*
Grant helps implement evidence-based supported employment services for adults with serious mental illness.

For people who live with a diagnosed mental illness, having a job can provide much more than financial support. It can provide a sense of self-worth and connection to the community, both of which are essential to maintaining mental health.

Many adults with serious mental illness are capable of working and desire employment. However, in Kentucky, as with the United States in general, the vast majority are unemployed and often lack resources to help them find a job or to support them in their work.

The University of Kentucky's Human Development Institute, in partnership with the Kentucky Division of Behavioral Health, Cabinet for Health and Family Services, and the Kentucky Office of Vocational Rehabilitation, is working to implement evidence-based supported employment services for adults with serious mental illness.

Kentucky was awarded a four-year grant from Johnson & Johnson-Dartmouth College. The aim of the grant is to offer high-quality supported employment services to adults with serious mental illness or co-occurring mental health and substance abuse disorders, and to improve the overall employment rate of people with mental illness throughout the Commonwealth who want to work.

"My personal mission for the project is to change the lens in which we see people, to change the focus to what people can do instead of focusing on what they can't."

-Lori Norton, a supported employment trainer with UK's Human Development Institute

Grant Goals

The University of Kentucky's Human Development Institute at the University of Kentucky.

Employment is an essential part of the recovery process. According to Dartmouth, 70 percent of people with mental illness say they would like to work, yet less than 15 percent are employed. In Kentucky, according to data from 2009, less than 10 percent of people with mental illness who are receiving services through community mental health centers are employed.

Program History

The Dartmouth Supported Employment Project (DSEP) began implementation in Kentucky in 2010 with four community mental health centers, in Covington, Paducah, Maysville and Elizabethtown. Implementation has also begun with a new site in Louisville. Each site works with one or more vocational rehabilitation liaisons.

Three of the four sites have expanded into new counties to provide supported employment services, and two new sites are scheduled to open July 1. So far, DSEP has helped more than 80 people secure employment in full- and part-time jobs.

Services are driven by a set of core principles, which include consumer choice, integrating employment with treatment, and beginning job searches soon after the consumer expresses interest. With the goal of finding competitive jobs in mind, supports are continuous and benefits planning is also offered.

For example, Tyler Wilcutt works at Colton's Steakhouse and Grill in Radcliff with support from DSEP partner The Employment Connection, at Communicare in Elizabethtown. He started out as a fry cook, then quickly moved up to sauté cook. While employed at Colton’s, he has received two raises, and he has recently gotten married.

"Work means being a provider, first as a father and now as a husband," Wilcutt said. "It means money coming in because of me, a roof over my family's head, food on the table and clothes on their back. Work means making friends and new supports in my life. To me, work means being more active, more positive, and doing something about your problems instead of just wishing they would go away."

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Passport’s committed to the Commonwealth

By James Hedrick, M.D.

When I started practicing medicine in Bardstown, Ky., almost 35 years ago, I was optimistic about my opportunity to make sick children well and to watch healthy children grow into strong adults. Even though I started out with a slightly naïve view, I’m very proud to say I’ve had a hand in caring for thousands of Kentucky’s children.

Passport Health Plan has a strong and engaged provider network, and an intense focus on delivering services at a cost that doesn’t diminish quality.

I made a commitment to serve Medicaid patients at the very beginning of my career, but I was not enthusiastic when managed care arrived in 1997. Both my staff and the staff at Passport Health Plan will attest to my reservations during the start up. On one hand, I was right to be cautious; there were administrative and technology issues that created burdens on my practice. On the other hand, Passport worked hard to fix what wasn’t working so doctors could focus on providing patient care.

But, the gap between where we were with Medicaid managed care then and where we are now is enormous.

Several recent articles and even lawsuits now filed, point out that the state’s attempt to save money by introducing three other Medicaid managed care plans outside the Passport region isn’t going well. Maybe it was too much too soon.

My practice, Physicians to Children and Adolescents, serves more than 4,700 patients on Medicaid. Because of our locations in Bardstown and Springfield, some are covered by Passport, some by the other plans. I’m not a managed care expert, but my staff and I see and experience the differences daily. I suspect part of the difference is that Passport is a nonprofit and therefore never has to put the expectations of shareholders before the needs of members.

I’ve been impressed enough with Passport’s commitment to the Commonwealth to accept an offer to join their board of directors. From this vantage point, I’ve been able to confirm what I have long suspected: Passport Health Plan has a strong and engaged provider network, and an intense focus on delivering services at a cost that doesn’t diminish quality. In fact, engaging with providers is one of the hallmarks of Passport’s remarkable success. Passport is a provider sponsored organization. That means providers are involved in decision making. I feel that Passport’s effectiveness, including their impressive clinical outcomes, are directly due to Physicians and other health professionals (from throughout the service area) sitting at the table making key decisions and sharing sacrifices for the greater good and for the members they serve. The National Committee on Quality Assurance recently ranked Passport as the 13th best Medicaid health plan in America, which could not have been accomplished without an invested provider network and a top-notch staff.

As a member of the board of directors, I want to say Passport stands willing and ready to help the state get Medicaid back on track. In addition to Jefferson County, the Plan has been successfully serving 15 rural counties for 14 years and respects and understands the unique needs of each of the local communities they serve. Claims are paid on time, and members have access to the doctors, pharmacies, hospitals and specialists. Passport is a strong and cost effective Medicaid plan that could be easily replicated throughout the Commonwealth.

Dr. James Hedrick, M.D., practices pediatrics in Bardstown, Ky., and received his medical degree from the University of Chicago, Pritzker School of Medicine in Chicago.
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