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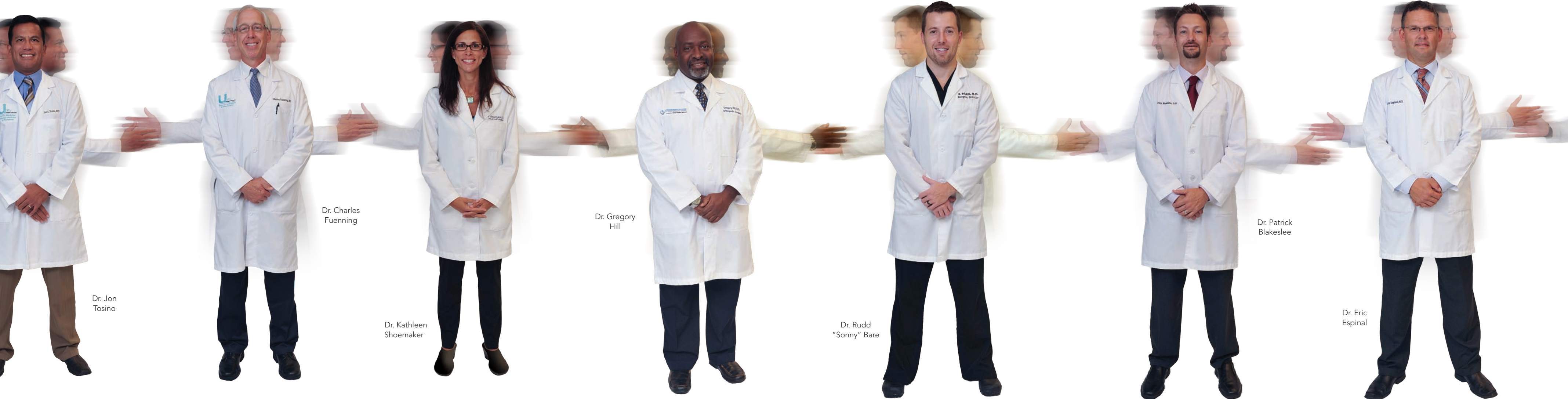
HealthOne

Achieving Success

Western Reserve Hospital's model allows
for more connected and continuous care

*“We looked at where health care is headed and realized
there was a different, and better, way to deliver it.”*

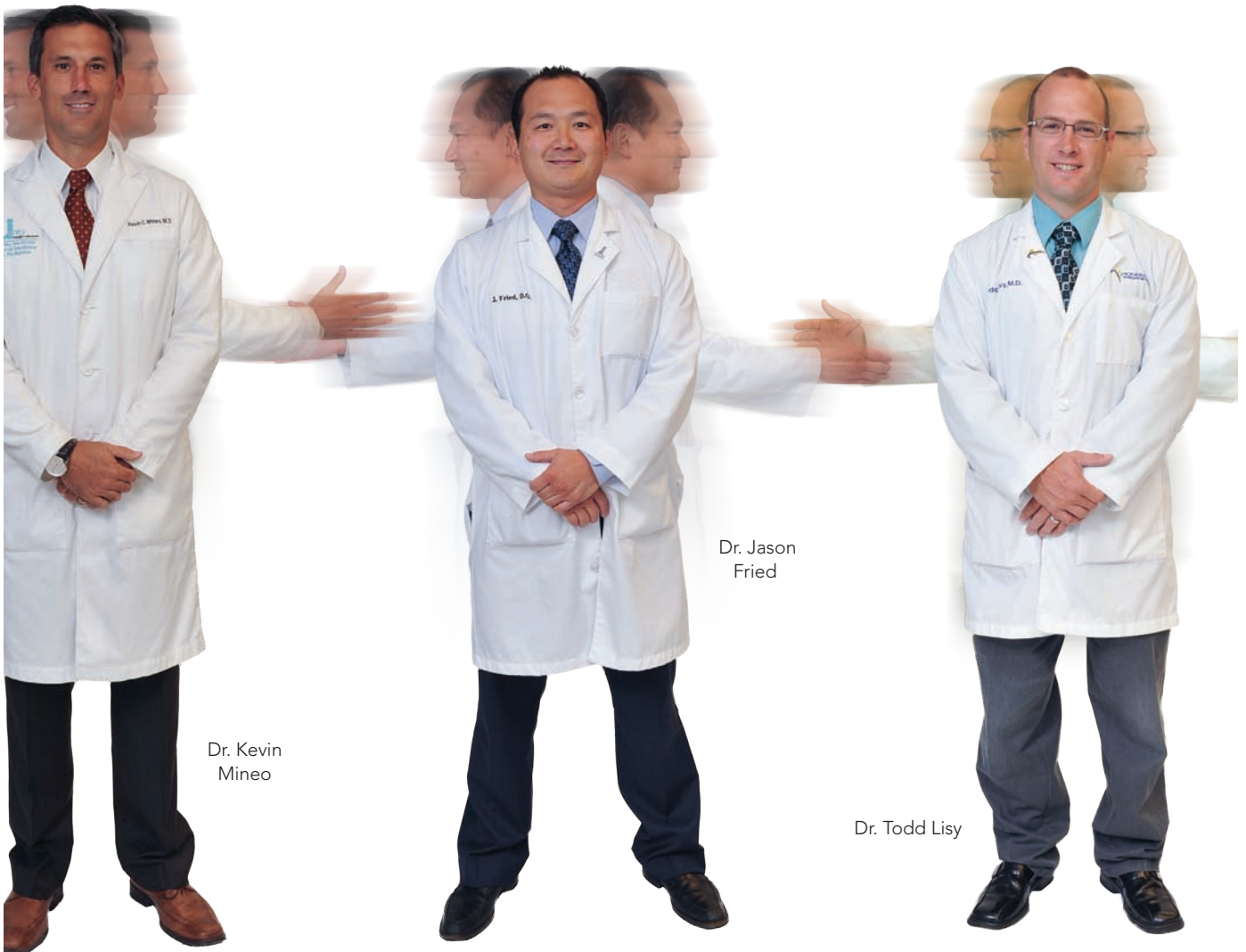
– DR. ROBERT KENT, PRESIDENT & CEO,
WESTERN RESERVE HOSPITAL



plus: CHRONIC PAIN | LUNG HEALTH

*“All of our decisions are driven
by patients and what we believe
they need the most.”*

– DR. ROBERT KENT,
PRESIDENT & CEO,
WESTERN RESERVE HOSPITAL



Dr. Kevin
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Dr. Jason
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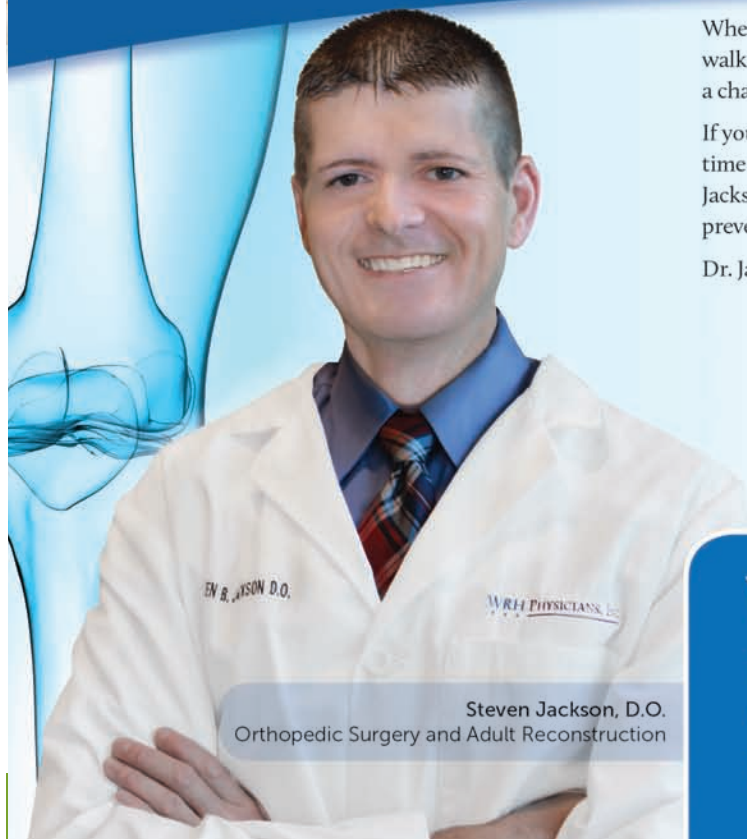
Cleveland Clinic Neurosurgery at
Western Reserve Hospital

1900 23rd Street Cuyahoga Falls, OH 44223
Phone: (330) 971-7880
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Welcome

COMING CHANGES

Welcome to the inaugural issue of *HealthOne* — Western Reserve Hospital's magazine for the communities we serve.

Over the past year, health care has undergone an extreme transformation, and our goal in creating this publication is to provide the most up-to-date information on health and wellness programs and services so you may better understand what is available and make better choices for a healthier life.

As a practicing physician, I am keenly aware of how this changing health care environment has impacted my patients, both positively and negatively. I also am attentive to the fact that more change is on the way. What's coming? Moving through 2014, the shift toward what I call "consumer-responsible" health care will become even more pronounced, triggering a number of initiatives:

- As the Affordable Care Act continues to take effect, employer-sponsored health care will continue to decrease, forcing insurance companies to create programs focused on the consumer, not employers.
- Increasing price transparency for laboratory, radiology, surgeries and other services will drive cost-sensitive consumers to make health care service decisions based on factors other than a physician referral, while also encouraging consumers to become more aware of their health and lifestyle choices.
- Expanded and nontraditional access to health care will be a growing trend, with consumers seeking service at urgent care centers rather than traditional outpatient centers, as well as becoming more reliant on phone- and web-based health counseling and direction.
- In tandem with the above, more consumers will utilize dedicated technology to track their health care, from formal physician visits and clinical interactions to personal day-to-day habits, software, apps, "Fuelbands" and other emerging technologies that are becoming commonplace.

While change is often distressing, I am encouraged by what is ahead, as the majority of this change is directed toward empowering us all to take charge of our health. The physician leaders of Western Reserve Hospital and I share this viewpoint, and we are committed to helping our patients and our communities get healthy and stay healthy. I look forward to this challenge and welcome your suggestions on how we can succeed.



"While change is often distressing, I am encouraged by what is ahead, as the majority of this change is directed toward empowering us all to take charge of our health."

A handwritten signature in blue ink, appearing to read "Robert Kent".

Dr. Robert Kent, President & CEO

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HealthOne

SPRING 2014



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Western Reserve Hospital has some of the best – and most interesting – health care professionals in Northeast Ohio.

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Long-term relief

WRH takes a
multidisciplinary
approach to
chronic pain

One in three Americans suffers from chronic pain, according to the Institute of Medicine. It affects an estimated 116 million adults — more than twice the number affected by diabetes, heart disease, stroke and cancer combined — and costs the nation about \$635 billion each year in medical treatment and lost productivity.

Chronic pain is pain that is prevalent for more than three months and can stem from medical conditions such as heart disease, diabetes, pneumonia or even a sore throat. But it can also occur in conjunction with injuries, generalized muscle or nerve pain, stress or depression. It can even stem from no identifiable reason.

“If pain is not treated right away, within a week or two, it can linger,” says Dr. Syed Ali, a board-certified anesthesiologist and pain medicine physician at the Center for Pain Medicine at Western Reserve Hospital. “After that, the brain gets used to the pain and can keep sending pain signals throughout the body, resulting in chronic pain.”

The WRH approach

The Center for Pain Medicine opened in 2010 and includes four interventional pain physicians and six additional health care professionals.

“Our unique program uses a comprehensive and multidisciplinary approach to pain,” Ali says. “Many people think you can just use pills to treat



TIPS FOR MANAGING CHRONIC PAIN

- **Don't let the pain control you.** You control the pain. It's all about having a positive attitude and not letting pain hamper your activities or cause depression.
- **Ask your doctor if your pain is identifiable and correctable.** Talk with your doctor about your options. If your pain is not identifiable or correctable, ask about behavioral therapy and coping skills.
- **Practice prevention.** Acute pain can easily become chronic pain if left untreated. Talk to your doctor as soon as you have pain problems to prevent a lasting issue.
- **Follow your doctor's treatment plan.** This includes all physical therapy, medications and behavioral therapy.
- **Control your weight.** Obesity can cause increased pressure on bones, muscles and joints, causing pain. Exercise regularly and choose a diet high in fresh fruits and vegetables and low in salt.

pain, but studies show chronic pain is best treated using different methods. We do provide medication management, but we also combine that with some of the most cutting-edge procedures in Northeast Ohio, along with physical therapy and behavior therapy with pain psychologists.”

One of these cutting-edge procedures is spinal cord stimulation, which uses an electric current to interrupt the body's pain signals. This is typically used for patients with hard-to-treat pain, such as those with diabetic neuropathy, shingles and complex regional pain syndrome, or those who have had numerous back surgeries without relief.

Western Reserve Hospital also uses ultrasound to identify the cause of pain in nerves, muscles, ligaments or joints.

“We are one of the few centers in North America that uses this technology for pain,” says Dr. Samer Narouze, chairman of the Center for Pain Medicine at Western Reserve Hospital. “It's a relatively inexpensive method, and it's safe because there is no radiation exposure like there is with X-rays and CT scans.”

The center works in close association with some of the top orthopedists and neurosurgeons in Northeast Ohio, including those at the Cleveland Clinic. Western Reserve Hospital is known for treating chronic facial and head pain, Narouze says, and the center sees a lot

of patients — many from out of state — for this issue. Botox is one way to treat this pain, but others include nerve stimulation, steroid injections and radiofrequency ablation, which uses an electric current to heat nerve tissue and block pain signals.

Patient-centered care

Western Reserve Hospital, and the Center for Pain Medicine, employ a patient-centered approach to care.

“Our goal is to not only control the pain but also to improve function and get the patient more engaged in the community, allowing them to become more productive,” Narouze says. “We conduct a thorough evaluation of each patient so we can seek out the root or cause of the pain, treat it and prevent further pain or disability.”

Unfortunately, there is no magic bullet when it comes to treating chronic pain; what works for one patient may not work for another. The health care professionals at Western Reserve Hospital apply a multimodal approach to minimize the side effects and complications of repeating the same surgical procedures or increasing the dosage of the same medicines when they are not working.

“The idea is to take advantage of each approach while minimizing the side effects of the other approaches,” Dr. Narouze says. “You try something,

and if that doesn't work, you have another tool in your belt, another option for treatment.”

Medication management is key when treating chronic pain to prevent drug interactions and addiction. The Center for Pain Medicine has a pain pharmacist on hand to minimize these problems and ensure the patient has a low incidence of side effects.

Physical therapy is also critical, and Western Reserve Hospital tailors each therapy to the individual patient's needs, working within limitations and ensuring the exercises provide maximum pain management and relief. It also incorporates behavioral therapy into treatment, which helps patients change negative thoughts and behaviors and develop coping skills for dealing with chronic pain.

“For a lot of our patients, chronic pain limits their function at home, especially their relationships with family members,” Ali says. “Our psychologists enable our patients to better control their pain and survive with it day to day.”



For more information, please call 330-971-7246 or visit westernreservehospital.org/PainCenter.

lung health

Lung care program aims to catch cancer, other diseases early

Lung cancer is the number one cancer killer of Americans, killing more patients than breast, prostate and colorectal cancers combined.

To combat this statistic, Western Reserve Hospital's comprehensive lung health program aims to detect both lung cancer and other lung diseases in their early stages to increase the rates of recovery and survival. For patients at a high risk for lung cancer and other lung diseases, including smokers and those with other problems such as emphysema, Western Reserve uses diagnostic tools such as low-dose CT scans, which limit the amount of radiation a patient receives during screening, and offers free quit-smoking programs.

"Cancers can develop and be silent for some time," says Dr. Eric Espinal, a cardiothoracic surgeon at Western Reserve Hospital. "The majority are detected in more advanced stages. By detecting cancers much earlier, we are able to remove them with much higher cure rates and five-year survival rates."

The extra mile

Although it kills more people than any other cancer, lung cancer and other lung diseases don't always get the same media attention as cancers such as breast or colorectal, says Dr. Charles Fuenning, chief medical officer at Western Reserve Hospital.

"Lung disease is actually one of the most common reasons people are admitted to hospitals," he says. "However, most insurance companies do not pay for lung cancer screenings yet, so we offer this affordable program as a service for our fellow citizens."

If their insurance doesn't cover the test, patients pay a minimal price for low-dose CT scans, but Western Reserve Hospital's smoking cessation program is free. The hospital also goes the extra mile to provide continuity in treatment and make additional recommendations based on each patient's specific needs. Western Reserve walks the patient through the entire process and evaluates high-risk patients on a regular basis to ensure they remain healthy.

"If we catch lung disease and cancer early, we can intervene by changing the patient's behavior or optimizing their treatment to stop its progression, and that means we are offering better care," Fuenning says. "Keeping people out of the hospital is our major focus."

Low-dose CT scans are one of the primary tools for early diagnosis. Recent studies have shown low-dose CT scans have a better chance of detecting earlier-stage cancers than chest X-rays or symptom identification, Espinal says.

"We are respectful of the radiation and only screen high-risk patients who have a survival benefit to the scanning," Fuenning says. "Too much radiation has the potential for damage itself, so we're careful we use the lowest amount on the patients who need it most."

Espinal says the team weighs the potential advantages against the disadvantages when recommending scans for patients.

"These scans keep the exposure to very low doses of radiation but still have very good resolution to detect these tumors," he says.

Smoking cessation

The hospital also works with patients to help prevent lung cancer and other diseases from developing. Quitting smoking is not only the single best way to prevent lung cancer, it also lessens the impact of emphysema and other lung diseases.

"Patients who have smoked for many years achieve detectable, measurable improvement in lung function and continue to improve once they quit smoking," Espinal says. "Quitting is absolutely essential to lung health."

Many patients have a desire to quit but don't necessarily have the tools to do so. To help provide those tools, Western Reserve Hospital offers both individual and group sessions that include one-on-one consultations with a nurse practitioner and individualized smoking cessation plans.

"Quitting smoking can be time consuming and difficult, but many patients see the benefits and just need a little extra help," Espinal says. ♦



For more information about the WRH smoking cessation program or other lung health information, call (330) 929-LUNG or visit westernreservehospital.org/LungHealth.

making a difference

WRH's community involvement extends far beyond the hospital's walls

Western Reserve Hospital has both a strong connection to and a desire to improve the communities it serves. Located in Cuyahoga Falls, the hospital works with its home city and with neighboring towns to support local neighborhoods and area school districts.

"Our relationship with Western Reserve Hospital, its physicians and staff is extremely positive for our city and our residents," says Cuyahoga Falls Mayor Don Walters. "Having a community hospital like this in our city has been a huge advantage, not only for the health care services that are so easily accessible but also for the wonderful outreach the hospital makes toward our city's vital services and groups."

The hospital supports Cuyahoga Falls' fire and EMS services by providing free certified health education and training to its first responders. It also supplies holiday meals twice a year to all stations to show its appreciation for their service to the community and supports the department's fundraising events, as well.

Western Reserve Hospital also regularly participates in Cuyahoga Falls' health expos and fairs, offering free screenings and wellness information for both city employees and the community. Furthermore, it participated in the Immaculate Heart of Mary Mustang 5K and 1-Mile Fun Run/Walk, the annual Natatorium 5K Race, Walk and 1-Mile Family Run and the Cuyahoga Falls Relay for Life. And to support area students, Western Reserve provided backpacks filled with school supplies for Cuyahoga Falls students in need through a partnership with Journey Covenant Church. In response to the growing heroin-abuse prob-

lem with young adults, the hospital is partnering with the mayor's office and the Cuyahoga Falls Police Department to create a new education program on the dangers of the drug and its impact on long-term healthy and safe lifestyles.

"Western Reserve Hospital's civic and community responsibility is hard to match," Walters says. "Their willingness to participate in and support initiatives important to our residents is invaluable."

Spreading the community spirit

The hospital provides similar services to fire and EMS facilities in Stow, participated in both Cuyahoga Falls' and Stow's Safety Town and partnered with Stow on its first-ever Safety Town for developmentally challenged children.

Western Reserve also partners with nonprofit Stow organizations such as The Grief Care Place and Kelly's Grief Center to support those who have experienced loss and supports Stow-Munroe Falls Public Library, Stow Community Farmers Market and Stow Pride Breakfast. Its partnership with Stow-based Gavin Scott Salon has also enabled women with medical issues to take advantage of its services to help them feel better about themselves and their appearance.

"Western Reserve Hospital has been a great corporate citizen and generously sponsored or co-sponsored several events in Stow," says Mayor Sara Drew. "The investment by Western Reserve in our community's organizations has been notable and important to the success of many key events. I appreciate their involvement for the past several years and look forward to a continued mutually successful relationship."

In addition to its involvement in city events and services, Western Reserve Hospital supports local schools. Hospital staffers speak to children at all age levels on topics such as teamwork, customer service, career readiness, professional etiquette and communication. In addition, the hospital works



closely with schools to provide clinical speakers to address health-related issues such as diet, exercise and diabetes.

In Stow, the hospital supported the Bulldog Benefit Ride and the Fish-creek Raccoon Run, as well as Highland Elementary's annual pasta banquet, helping to make each event a success. It also participates in the district's annual Christmas flower sale, provides support for the senior prom and sponsors the "Hitting for Home" program, which addresses students about the issue of safe driving.

Western Reserve Hospital also provides similar programs at Cuyahoga Falls Schools, where the students and staff benefit from interaction with the hospital.

"The partnership we have with Western Reserve brings value to the school district by allowing students to become familiar with the world of work available in the hospital and our community," says Todd Nichols, Cuyahoga Falls City School District superintendent. "Further, students can begin to understand the level of commitment necessary to achieve their career goals."

The hospital is also collaborating with Cuyahoga Falls City Schools' Health and Medical Design Team as the school system works to develop its new learning community-based approach to curriculum. The broad-ranging partnership with the school system has led to being part of the creation of the "Health & Wellness" den, one of four new small learning communities at the high school. Teaching staff and administrators have and will continue to interact with hospital leaders to gain insight into programming. ♦

Achieving Success

Western Reserve Hospital's model allows
for more connected and continuous care



Dr. Patrick
Blakeslee

Dr. Eric
Espinal

Dr. Rudd
"Sonny" Bare

With the passage of the Patient Protection and Affordable Care Act, more patients are entering the health care system. And Western Reserve Hospital aims to meet the evolving needs of those and all patients to provide greater coordinated connected care.

"We looked at where health care is headed and realized there was a different, and better, way to deliver it," says Dr. Robert Kent, president and CEO of Western Reserve Hospital in Cuyahoga Falls.

He and his team of physician leaders determined the No. 1 priority was to put the patient first.

"All of our decisions are driven by patients and what we believe they need the most," he says.

Now in its fifth year of operation, the physician-owned hospital, which is majority owned by Western Reserve Hospital Partners, a group of more than 200 physicians, is thriving. Not only does the hospital offer general and acute care services, including intensive care and emergency departments, but also the region's top pain medicine center, sleep medicine centers, lung health program, therapy and infusion services across five locations. And as it continues to grow, it strives to serve not only as a model for a new method of health care delivery but also as a world-class health care center located close to the community.

Coordinated, connected care

At Western Reserve Hospital, coordinated, connected care refers to the unique nature of its physician-owned approach.

The physicians at Western Reserve have a stake in the hospital's perfor-

mance and a strong desire for patients to be satisfied with the high level of care they receive, so they coordinate care to make it a more collaborative process among physicians and staff across departments. And because all physicians — including those with responsibilities as administrators — take an active role in patient care, they can make more knowledgeable and informed decisions.

As a result, unlike at other hospitals, physicians don't have to wait for administrative approval and can act more quickly as they and their colleagues together make decisions about care. Instead of one doctor overseeing a patient's care, physicians share clinical information with their colleagues across other departments and specialties, and with the patient. This approach ensures that information is available to all staff that has a connection with the patient, ensuring the highest quality of care.

Coordinated, connected care also helps patients connect with their physicians. Under the system, each patient is assigned a physician liaison, who works with the patient, their family and the other physicians to ensure the patient is satisfied with the level of care. This also gives physicians the opportunity to better understand a patient's needs and then act on them quickly and efficiently, increasing rates of satisfaction for patients and family members.

Rooted in community

While the physicians had initially considered other locations for their hospital, Kent says the group chose to locate in Cuyahoga Falls because many of the participating physicians grew up in the community and still live there.

"This is our community," he says. "A lot of hospitals have many out-of-

town physicians, but the majority of our physicians were born and raised in the area. We have a strong connection to our community and a strong desire to improve it."

And the physicians' commitment to serving with excellence is being recognized on a national level. Western Reserve Hospital was recently ranked by *Consumer Reports* as one of the best hospitals in Ohio for surgery, and as a result of its clinical accolades, quality care, patient satisfaction rankings and other criteria, was named a "Physician-Owned Hospital to Know" by Becker's Hospital Review.

"We work extremely hard to deliver the safest, highest-quality patient-centered care, and these recognitions of hospital quality validate that effort," says Dr. Lawrence Saltis, neurologist and member of the hospital's board of managers. "The patients' needs and desires are paramount, and our mission of always putting the patient first in everything we do allows us to continue to find success."

Solidifying a unique structure

Because the physicians who practice at the hospital own it, they have a stake in the community and in providing the best possible service, Kent says.

Western Reserve Hospital also differs from traditional hospitals in another way: While traditional hospitals often focus on increasing revenue by getting people into the hospital, Western Reserve instead provides comprehensive care to help patients stay healthy and out of the hospital. In addition, it has a very lean administrative structure and is committed to patient satisfaction, both of which allow it to provide the highest



quality of care.

That's where having administrators who are also practicing physicians comes into play.

"Care needs to be delivered by health care professionals at the bedside, and these caregivers also need to be the people making decisions," says Dr. Charles Fuenning, chief medical officer at Western Reserve Hospital. "This minimizes the disconnect between administration and the practice of medicine."

To further minimize the disconnect that exists at so many other hospitals and to ensure high-quality patient care, Western Reserve Hospital enforces a strict physician code of conduct. Physicians must be board certified or obtain certification within five years and must agree to uphold certain standards in the way they address each other, staff and patients. And acting with honesty, ethics and integrity is critical.

Fuenning says the hospital needs attending physicians to demonstrate a commitment to patient quality, total buy-in and support for the coordinated connected care model.

"Not all of our physicians are investors in the hospital, but they need to, and do, have the mindset that emphasizes the patient experience," he says.

The hospital also takes steps to ensure its physicians have positive outcomes and a good bedside manner, Kent says. It is the only hospital in the region that requires physicians to attend patient satisfaction training, and it monitors patient satisfaction scores, which factor in to whether physicians are reappointed. This creates a competitive environment in which physicians strive to serve the patient by providing coordinated, connected care.

"We, as practicing physicians, fully understand the entire continuum of care," says Dr. Gary Pinta, internal medicine physician and member of the hospital's board of managers.

"With this unique understanding, we

believe we can deliver a more complete and compassionate patient care system."

Because of Western Reserve Hospital's high standards, its commitment to patient quality and its lean administrative structure, doctors can make decisions more quickly, leading to faster results. And because administrators also have physician experience, they understand the needs of both the hospital and its patients, allowing them to quickly make purchasing decisions and create new initiatives to enhance the patient experience.

"We are more nimble in our decision-making and process implementation," Pinta says. "As a physician-owned facility, Western Reserve Hospital provides the same level of patient-centered care and service that we provide in our offices. Our management structure is flat enough that a good idea gets implemented in a really short period of time."

Providing greater continuity and connectivity of care

Due to its unique physician-owned structure and commitment to patient quality, Western Reserve Hospital can provide a higher level of connected and continuous care than other health care institutions. With the coordinated, connected care model, physicians are encouraged to communicate and collaborate with each other to ensure the best possible experience for the patient.

"Whether it's inpatient or outpatient, our physician relationships are tighter than those of any organization in this region," Kent says. "In the physician-owned structure, we are true partners when it comes to providing care for the patient."

One example of this coordinated care is found in the direct admission process. Physicians at Western Reserve realized that those who are sick should not have to work to find the registration desk and then sit there waiting to be

seen. As a result, direct-admit patients can now drive to the front door, where they are greeted by a valet and helped into a wheelchair. From there, they go directly to their room and can complete registration while already receiving care.

The system of coordinated, connected care is working.

"Our patients feel our physicians are interested in them as a person," Fuenning says. "We provide comprehensive care from start to finish. It is very stressful for both a patient and his or her family, whether the care is elective or emergent, and we minimize anxieties by making sure we meet their expectations."

This creates a healing atmosphere from the front door through to discharge, providing a unique continuum of care.

"Patients notice more smiles, more hellos and more listening," Pinta says. "They hear more, 'Yes, I can help.' Our patient satisfaction and outcomes data consistently rank highest in the region. Our patients praise the care they receive. We believe that patient-centered compassionate care accelerates healing."

Planning for the future

As the hospital and its physicians look to the evolving health care environment and the many changes it will bring, their plans for the future will, at least with regard to the patient, stay the same: Ensure the highest level of patient satisfaction through coordinated, connected care and transparency to the community.

"Though we will continue to expand and improve our services as we grow, we will continue to be all about the patient," Kent says. "Our goal since we opened the hospital five years ago is to provide the safest, highest-quality care in a manner that is convenient to the patient, and that will continue to guide everything we do." ♦

meet the staff

Western Reserve Hospital has some of the best — and most interesting — health care industry professionals in Northeast Ohio. Let's meet three of them.



Thomas Butler

As office manager at Western Reserve Hospital Urgent & Primary Care Center in Stow, Thomas Butler is responsible for overseeing the front desk registration staff and providing support for other managers within the facility.

Butler has been with the health system for nearly three years, starting in patient registration and transitioning to his current role in February 2013.

He enjoys his daily interactions with patients because they remind him what a large part of the community Western Reserve Hospital is and how important the care and services it provides are.

When Butler isn't at work, he enjoys spending time with his family, attending sporting events (particularly baseball games), reading and completing crossword puzzles.

The oldest of seven children, Butler and his wife have a 2-year-old son and a newborn. He received his master's in healthcare administration in October.



Jeff Anstine

Jeff Anstine serves as facilities engineer at Western Reserve Hospital, overseeing a team of people who assist with maintaining the hospital and all of its equipment to keep the campus operating efficiently and effectively. He also oversees the facility's energy management system, continuously adjusting it to reduce the hospital's impact on the environment.

Anstine has been at the facility for more than 23 years, transitioning from Cuyahoga Falls General Hospital to Western Reserve Hospital, and enjoys the challenge of raising the bar to make the hospital better.

When Anstine isn't busy maintaining the hospital, he enjoys spending time traveling with his family. He's been as far east as the Greek Islands and as far west as Hawaii, plus many places in between.

He loves the water and enjoys bicycling along the river's edge, boating, jet skiing, whitewater rafting and snorkeling. He is also an avid downhill skier.



Susan Iannicca

Susan Iannicca is a nurse practitioner, diabetes educator and registered dietician at Western Reserve Hospital.

Employed by the hospital for nearly three years, Iannicca finds it rewarding to follow patients over time and seeing the progress they make. Diabetes is a largely self-managed disease, so Iannicca helps patients acquire the skills they need to attain the best and healthiest outcome and quality of life. She also enjoys the creativity of helping each patient design his or her own personal management plans.

When she isn't working, Iannicca enjoys hiking, bird watching and camping. (She once got kicked out of her campsite by a bear that decided to confiscate her breakfast — thankfully, he was more interested in the breakfast than in her.)

She is an avid recycler and uses throwaway materials to make compost and mulch for her garden, and she recycles aluminum cans, paper and cardboard in conjunction with the Portage County Animal Protective League to support the animals.

IN CASE OF EMERGENCY...



RUSH ME TO THE **RESERVE** Western Reserve Hospital



When emergencies strike, most people don't have time to consider their healthcare options and choose the best provider. In fact, they may not even be able to think clearly in the face of an unexpected injury or illness. That's why it's so important to create a plan and be prepared for the worst. And the best plan is to simply say, "**Rush me to the Reserve.**"

The Emergency Department at Western Reserve Hospital offers:

- Quick wait times
- Friendly and attentive service
- High quality care close to home
- 24 HOUR EMERGENCY CARE

**Western Reserve
Hospital**

Proudly Physician Owned