



# Physician Leadership Update – Spring 2014

**Goal:** Create physician alignment for quality and growth within and across the Kindred Healthcare service portfolio.

## Kindred Physician Leaders Key Roles/Duties

- Attain, maintain and grow relationships with key community physicians who serve as medical directors, key consultants and providers in our facilities and patients' homes
- Serve as Kindred team leaders in developing and promoting relationships with other physician leaders in key organizations (payers, providers and partners)
- Translate experience, clinical science, research and healthcare policy into Kindred innovation including transitional care pathways and strategic, operational and compliance committees
- Assist with the development of more robust information services to promote the seamless movement of healthcare information across care transitions
- Recruit and develop additional Kindred physician leaders

Kindred's Physician Strategy has evolved from a division-specific to an organization-wide approach, which supports the "Continue the Care" strategy promoting integration across Kindred's divisions to enhance quality, safety and efficiency across the patients' episode of care. With the growing number of employed physicians, creating and maintaining positive relationships also includes outreach to their employers, namely health systems, managed care plans and accountable care organizations. Over the last two years, Kindred Healthcare has increased the number of market and region-based physician leaders to foster these relationships.

## Meet Your Physician Leaders



*Sean Muldoon, SVP, CMO Hospital Division*

Board certified in internal medicine, pulmonary disease, and occupational and preventative medicine, Dr. Muldoon joined Kindred in 1999.

- Clinical content expert representing our transitional hospitals and the LTAC industry on key initiatives
- Leads Kindred's clinical program committee and initiatives



*Marc Rothman, SVP, CMO Nursing Center Division*

Board certified in internal medicine, geriatrics and hospice and palliative care, Dr. Rothman joined Kindred in 2011.

- Clinical content expert in skilled nursing and residential care
- Physician representative for information system initiatives
- Leading Nursing Center Division's transition to new pharmacy supplier, Omnicare



*Sally Brooks, VP Physician and Medical Development*

Board certified in Internal and Geriatric Medicine, Dr. Brooks is also a Pharmacist and joined Kindred in 2009.

- Builds relationships with health systems, managed care payers and leaders representing all Kindred products and services
- Physician support for RehabCare division and managed care team

## Physician Leadership Update *Spring 2014*

### Western Reserve Senior Care Spotlight

Sharing Clinical Outcomes and Adding Value to the Healthcare System

In 2013, the Western Reserve Senior Care practice published two manuscripts in peer-reviewed medical journals and presented a paper at the American Geriatrics Society national meeting in Dallas.

#### Results shared include:

- 30-day rehospitalization rate below 7% for three years – well below local and national averages near 20%
- Annual mortality rate significantly below other reported geriatric house call practice rates for a fourth consecutive year
- Terminally ill patients remain outside of hospitals and nursing homes in the final days of life in the vast majority (nearly 90%) of cases
- 24/7 access to one of the care providers with timely in person home visits
- The group maintains active relationships with hospitals in seven counties and works to appropriately transition back to home as quickly as possible when a hospitalization is required

Dr. Mills and colleagues firmly believe that home-based primary care and house calls offer a solution to the fierce current dialogue regarding healthcare delivery in our nation. High-quality, low-cost solutions such as house calls to those with multiple morbidities and difficulty accessing office-based care can help to enable achievement of the “Triple Aim” that former Medicare Administrator Donald Berwick put forth.

#### The Triple Aim will be achieved if the system:

- improves the experience of care
- improves the health of the population
- provides care in a cost-effective manner

In the coming years, Kindred Healthcare plans to offer a similar integrated house call practice model in a number of cities in the U.S.

### Meet Your Physician Leaders – *Continued*



*Robert Allen, West Region VP Medical Affairs, San Francisco, Seattle, Denver and Albuquerque*  
Specializing in internal medicine, hospital medicine, critical care and emergency medicine, Dr. Allen joined Kindred in 2011.

- Physician, system and managed care relationship strategy and building
- Drives cross-functional quality, operational and clinical initiatives in the West Region



*Robert Klugman, East Region VP Medical Affairs, Boston*

Dr. Klugman joined Kindred in 2013 and is board certified in internal medicine and lean process improvement.

- Kindred continuum, including transitions of care management program development and implementation
- Mentoring several quality and service process improvement projects
- New payment models and expanding the role of transitional care hospitals, skilled nursing facilities and home care
- Expanding data and analytics capabilities for quality, patient safety and new payment models



*Upinder Singh, Market Medical Executive, Las Vegas*  
Board certified in internal medicine, geriatrics and palliative care and hospice, Dr. Singh joined Kindred in 2013.

- Transition care management program development and implementation
- Supporting innovative care and payment models with health plans, ACOs and physicians



*Bill Mills, CMO, Kindred at Home; VPMA, Care Management Division*

A board-certified geriatrician, Dr. Mills joined Kindred in 2013.

- Founder and President of Western Reserve Senior Care, a primary care home-based practice in Ohio
- Growth and positioning of this practice model for innovative payment models that value high-quality, efficient care management and delivery for frail older adults

**These physicians are your resources.** Feel free to reach out to any of them for assistance with your initiatives. Share this information with the clinical and physician leadership at your location.