



## Colorado Women's Forum in Health Administration March 2009 Newsletter

### March Meeting Information

**SPEAKER:** Patricia Gabow, MD, CEO and  
Medical Director of Denver  
Health

**TOPIC:** LEAN Process

**DATE:** Thursday, March 19th at 5:30  
p.m.

**TIME:** Social time & cocktails begin  
at 5:15 p.m.  
Speaker begins at 5:30 p.m.  
Meeting ends approx. 7:00 p.m.

**WHERE:** Berenbaum, Weinshienk &  
Eason  
48<sup>th</sup> Floor, Republic Plaza  
370 17th Street  
Denver, CO 80202

*PARKING:* Validated parking at the Sheraton Hotel (formerly Adam's Mark Hotel). Directions to the parking garage and meeting location are as follows:

**Directions from I-25 Southbound:** Take the Speer Blvd (southbound) exit. Merge with Speer. Continue on Speer to Colfax. Veer left on Colfax and turn left at Court Place. Take Court to 16th St and turn right (yes, onto the 16th St Mall - they allow car traffic for this!) Entrance to the garage is on the right.

**Directions from I-25 Northbound:** Take the Auraria Parkway Exit. Stay on Auraria Parkway. Turn right on 14th street and left on Court. Take Court to 16th St and turn right (yes, onto the 16th St Mall - they allow car traffic for this!) Entrance to the garage is on the right.

From the hotel, exit at the lobby level and cross the street to Republic Plaza (there is an entrance to Republic Plaza off of the 16th Street Mall. As the 48th floor is an even floor, when you are in the lobby of the building you will need to take the escalator down to get the right elevator. Ask at the desk for the location of the meeting room.

### SPEAKER BIO

Dr. Gabow received her undergraduate degree from Seton Hill College, and her M.D. Degree from the University of Pennsylvania School of Medicine. She trained in Internal Medicine at the Hospital of the University of Pennsylvania, Philadelphia, Pennsylvania and Harbor General Hospital in Torrance, California. She received further training in Nephrology at San Francisco General Hospital and the Hospital of the University of Pennsylvania.

Dr. Gabow joined the staff of Denver Health and Hospitals in 1973 as Chief of the Renal Division.

In 1981 she became Director of the Medical Service. She became Deputy Manager of Medical Affairs in 1989 and Manager (CEO) of DHH in 1992. Currently, she is CEO of Denver Health. Denver Health is a highly integrated public healthcare system, which is the principal safety-net institution for Denver and Colorado.

She is also a Professor of Medicine in the Division of Renal Disease at the University of Colorado School of Medicine. She has authored 150 articles and book chapters. Dr. Gabow is a member of numerous professional societies including the Association of American Physicians and is the recipient of numerous awards and professional distinctions including the American Medical Association's Nathan Davis Award for an Outstanding Public Servant; the University of Colorado's Florence Rena Sabin Award and has been inducted to Colorado's Women Hall of Fame. She has been named as one of the top 25 women in health care, one of the top 50 physician executives, and one of the 100 most powerful people in American health care. She is recipient of the 2008 National Healthcare Leadership Award.

## PRESIDENT'S MESSAGE

Dr. Patricia Gabow, CEO of Denver Health is a national leader in the implementation of LEAN processes, and will honor CWFHA with her presence on March 19, 2009. She is dedicated to improve patient safety and satisfaction, delivery of quality care, and continually strives to improve efficiency in Colorado's "safety net" hospital.

Just some quick tidbits about Denver Health: in the last 10 years Denver Health (previously known as Denver General [DG] to locals) has provided \$2.1+ billion in care for the underinsured, \$285 million of that care was spent just last year. Denver Health began its transition to LEAN processes in 2004 and was partnered with Simpler Healthcare (a consulting company that has pioneered successful implementation of lean management in non-traditional areas) a year later. Over the course of the last three years, Denver Health has saved over \$11 million.

I remember spending time reading articles and case studies on top businesses utilizing LEAN principles several years ago during my graduate studies at the University of Colorado at Denver. Even though it was new to me at the time, I realized that the idea behind lean processes has existed for decades. It even traces back to Frederick Winslow Taylor, so-called father of scientific management, who stated in 1911 "And whenever a workman proposes an improvement, it should be the policy of the management to make a careful analysis of the new method, and if necessary conduct a series of experiments to determine accurately the relative merit of the new suggestion and of the old standard. And whenever the new method is found to be markedly superior to the old, it should be adopted as the standard for the whole establishment." The ideas and principles changed over time, and gained popularity and was branded in the 1980's by Toyota. The underlying themes of creating more value and more efficiency have continuously shown applicability across all professional settings.

Certainly in these economic times, government, businesses, society, and communities should be looking toward applying the principles of LEAN. We can benefit from considering these principles and adapting them to the current situations. As President

Obama moves forward and encourages the nation to be responsible and transparent with monetary issues, I encourage you to create more value and efficiency in your personal lives, whether that is through soliciting feedback from work colleagues to improve team projects, brainstorming personal goals and setting obtainable objectives towards those goals, or increasing communication to close family and friends to strengthen close relationships. Starting small and within personal reach can provide us with the courage to take our ideas to the next level at work, in our community, and potentially to the national level.

I hope you will join us in welcoming Dr. Patricia Gabow, CEO Denver Health on March 19<sup>th</sup> and will join us in discussion about Denver Health, current crisis' facing healthcare, and the benefits of LEAN processes. We also hope you will join us in April to welcome Dr. Cecile Rose, Director of the Occupational/Environmental Medicine Clinical Program at National Jewish Health.

The luck of the Irish to all, Happy St. Patty's Day from CWFHA!

In health,  
Lisa M. Betthausen  
CWFHA President



**Minutes from the February 19, 2009  
Meeting**

**The Birth Center Model for Care:  
Redefining and Reshaping Maternity Care  
Within a Healthcare Crisis  
Presented by  
Tracy Ryan, CNM and CEO of the Rocky  
Mountain Midwifery Center, Inc.**

Tracy presented an overview of the history of Birth Centers, the first of which opened in 1975. By 2006, there were 185 birth centers in 39 states and territories.

Birth Centers offer a safe environment with freedom of movement; drug-free births; labors and birth in water; qualified, caring and compassionate birth attendants; and breastfeeding support. They support the idea that pregnancy and birth are normal events and that most women are capable of giving birth without medical intervention. They are not the right place for cesarean births or women with high risk pregnancies. Birth Centers do provide family centered care provided by professionals, and they do have excellent outcomes.

In addition, Birth Centers with midwives help to save health care dollars. Pregnancy and delivery costs make up the largest expense for both private insurance and Medicaid. Cesarean births occur less often at birth centers, and the likelihood of hospital-acquired infections is reduced, with less medical cost involved. With many people in a position of having no insurance or being underinsured, Birth Centers are a cost effective means of receiving quality care. Birth Center deliveries typically cost 1/3 as much as a hospital delivery.

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**Upcoming Community Events**

**The March of Dimes March for Babies will take place in the Denver area on April 25, 2009. You can sign up online at <http://marchforbabies.org>.**

**There are walks available starting at Civic Center Park in downtown Denver, in Boulder, Fort Collins and Greeley so pick a location and sign up now.**

