

REDEFINING THE HOSPITAL: CASE STUDIES

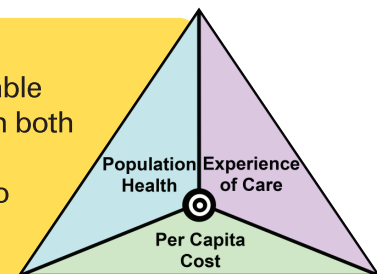
Hospitals and health care systems across the United States are redefining themselves to achieve the Triple Aim: improving the patient experience of care (including quality and satisfaction); improving the health of populations; and reducing the per capita cost of health care. Redefining what it means to be a hospital involves exploring one or more paths and approaches, that helps hospitals adapt in a rapidly transforming field.

The case examples here highlight initiatives at three hospitals and health systems that are working to redefine the “H.”

FIGURE 1. HOSPITALS ARE REDEFINING THE “H” TO ACHIEVE THE TRIPLE AIM

While issues of access, cost and quality were drivers for the Affordable Care Act, response to these changes are now being formed through both payment and delivery system reform. Hospitals are using the Triple Aim to guide them as they look at different paths and approaches to redefine themselves and further develop strategies and business models for sustainability. They are improving the overall health of our country, our community and our patients through:

- Improving the experience of care for patients, involving patients and families in care teams, helping to coordinate services among providers and helping patients navigate the health system;
- Moving toward proactive, population health with a strong focus on prevention and wellness strategies, keeping patients safer and out of the hospital; and
- Working to reduce non value-added care and identifying opportunities to increase efficiency, improve quality and reduce the overall cost of care.



Source: “Leadership Toolkit for Redefining the H.” American Hospital Association, 2015

LEE MEMORIAL HEALTH SYSTEM – FORT MYERS, FLORIDA

Lee Memorial Health System is planning to build a new health care campus on a 33-acre parcel of land located in South Lee County, Florida. This campus will offer a wide array of services and include an emergency room, outpatient surgery center, clinical decision unit, rehabilitation facilities and laboratory — but no hospital beds. The health system's leaders anticipate that the community's growing population will require medical services in the near future. "We see this as being transformational," says Kevin Newingham, chief strategy officer. The building project will provide a convenient health and wellness destination for residents of South Lee County, offering

integrated medical and preventive wellness services across the continuum of care. Newingham points to such features as a single registration point, single scheduler, combined schedule of care, one electronic health record and one patient portal, which collectively will improve the patient experience. "We believe our innovative health care campus will meet health needs and address service gaps in our region," Newingham says.

Contact: Kevin Newingham, Chief Strategy Officer, (239) 343-4807 or kevin.newingham@leememorial.org

SUMMA HEALTH SYSTEM – AKRON, OHIO

Summa Health System transitioned care delivery services to a health care campus model and eliminated inpatient services at Summa Wadsworth-Rittman Hospital, due to decreasing patient volumes. With the hospital averaging fewer than 20 patients a day, the health system invested in a freestanding emergency department for the Wadsworth and Rittman communities. The health care campus, called the Summa Health Center

at Wadsworth-Rittman, offers additional care services, including integrated behavioral health services in primary care offices, cardiology, urgent care and sports medicine. The focus of the care delivery at Summa Wadsworth-Rittman is preventive care.

Contact: Jim Gosky, Senior Public Relations Strategist, (234) 312-5052 or goskyj@summahealth.org

NORTON HEALTHCARE – LOUISVILLE, KENTUCKY

Responding to the changing needs of its community, Norton Healthcare redesigned its 373-bed acute care facility. These efforts address the question, "How do we build for tomorrow and take care of what we need today?" says Charlotte Ipsan, chief administrative officer, of the newly named Norton Women's and Kosair Children's Hospital. The \$118 million redesign involved creating rooms that could be used for multiple functions, such as a workout area/patient room in the rehabilitative therapy service line. In the neonatal setting, the

health system saved \$3 million by creating rooms that may be private for one patient or used by several patients at the same time. Ipsan summarizes the organization's driving philosophy: "We had the fiscal responsibility to think broader and think bigger."

Contact: Charlotte Ipsan, Chief Administrative Officer, Norton Women's and Kosair Children's Hospital, (502) 629-5272 or charlotte.ipsan@nortonhealthcare.org

As hospitals and health care systems consider redefining themselves, it is crucial that they engage the local community and educate and engage their organization's trustees. The AHA report [Leadership Toolkit for Redefining the H: Engaging Trustees and Communities](#) provides an overview of community engagement and governance strategies for hospital and health system leaders as they plan for transformation. Recommendations and tools in the report are based on approximately 1,100 responses from hospital leaders as well as six community conversation events.

FIGURE 2. ENGAGING TRUSTEES AND COMMUNITIES IN REDEFINING THE "H"

LEADERSHIP TOOLKIT

Common Themes and Recommendations When Engaging Communities:

- Collaborate through building trust and engagement among all stakeholders
- Start locally when considering transformation
- Envision a future when care looks different than today
- Engage in broad-based dialogue
- Drive policy changes that support collaboration
- Provide frequent and ongoing communication
- Use community health needs assessments as a critical planning tool
- Consider a holistic approach to health care

Current High-Performance Governance Practices:

- Define a clear mission and vision for a transformed enterprise
- Create an environment of trust
- Establish a foundation of effective communication
- Build a board-CEO co-leadership partnership

New Bold Steps to Equip Boards for Transformation Work:

- Develop trustees for the future
- Ensure the right governance dialogue
- Commit to continuous trustee education and knowledge building
- Have courage to make the difficult decisions

Source: "Leadership Toolkit for Redefining the H." American Hospital Association, 2015.

For more information about redefining the "H" and to access the leadership toolkit, visit HPOE.org.

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Contact: hpoe@aha.org or (877) 243-0027

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