


The Road Ahead: OHSU's Imperatives

Danny Jacobs, M.D., M.P.H., FACS
President





OHSU will partner to make Oregon a national leader in health and science **innovation** and **education** for the purpose of improving human **health** and **well-being**.

OHSU: OREGON'S ACADEMIC HEALTH CENTER

In the news

New mom says her preemie son 'saved my life'

OHSU, family helps Oregon woman overcome simultaneous heart, bowel health crises

By **Fanny White** | January 11, 2024 | Portland, Oregon

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Jessica Warren, 31, left, here with her husband, Erick Warren, 36, was 25 weeks pregnant when imaging showed she had an aortic dissection, or a tear in the aorta artery at the top of the heart, and she was transported from Salem via helicopter to OHSU for care. (OHSU/Christine Torres Hicks)

Adult, pediatric surgeons team up to save baby girl with condition usually seen in older men

Nearly a dozen OHSU specialists — led by vascular, pediatric surgeons — successfully perform emergency surgery to treat condition exceptionally rare in children

By **Nicole Rideout** | May 19, 2023 | Portland, Oregon

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Hailee and Qaidir Busk bring their daughter, Blakeley, back to OHSU for a checkup following her life-saving operation in April. They thanked Sherene Shalhoub, M.D., M.P.H., head of Vascular and Endovascular Surgery at OHSU. (OHSU/Christine Torres Hicks)

9-year-old speaks for the first time after rare, complex surgery

OHSU Doernbecher team helps young girl born with an abnormal airway say, 'I love you, Mom'

By **Nicole Rideout** | January 17, 2024 | Portland, Oregon

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Delaysia Diaz, a 9-year-old patient at OHSU Doernbecher, with her surgeon Derek Lam, M.D., on the day of her life-changing surgery. Delaysia was finally able to speak after undergoing a rare, complex surgery to reconstruct her airway and restore function to her vocal cords. (OHSU/Christine Torres Hicks)

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In the news

OHSU brings new tools in fight against lung cancer

Clinicians, scientists work to change how world's deadliest cancer is treated

By Chris Lydgate | November 06, 2023 | Portland, Oregon

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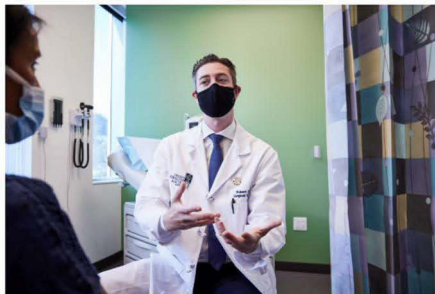
OHSU interventional pulmonologist Peter Lee, M.D., M.H.S., helps people with lung nodules using the Ion robotic navigation system (nicknamed Rosie). Under Lee's direction, the system guides a thin probe through a patient's lung to examine nodules for signs of cancer. He is one of the medical co-directors of OHSU's new lung cancer screening program. (OHSU/Chris Lydgate)

A surgeon-scientist blazes a new path to immune-based cancer treatment

Discovery by Robert Eil, M.D., points the way to boost the cancer-killing power of T cells

By Joe Rojas-Burke | May 02, 2023 | Portland, Oregon

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Robert Eil, M.D. and colleagues discovered that the elevated potassium levels can halt the cancer-fighting activity of T cells. (OHSU)

OHSU dermatologists detect the world's smallest skin cancer

Guinness World Records recognizes the team that verified the world's smallest skin cancer, OHSU leaders emphasize the importance of early cancer detection

By Amanda Gibbs | May 01, 2023 | Portland, Oregon

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Joanna Luczik, M.D., Ph.D., and Alexander Wikowski, M.D., Ph.D., receive official certification from Guinness World Records judge Andrew Glass as OHSU patient Christy Staats looks on. (OHSU/Christine Torres Hicks)



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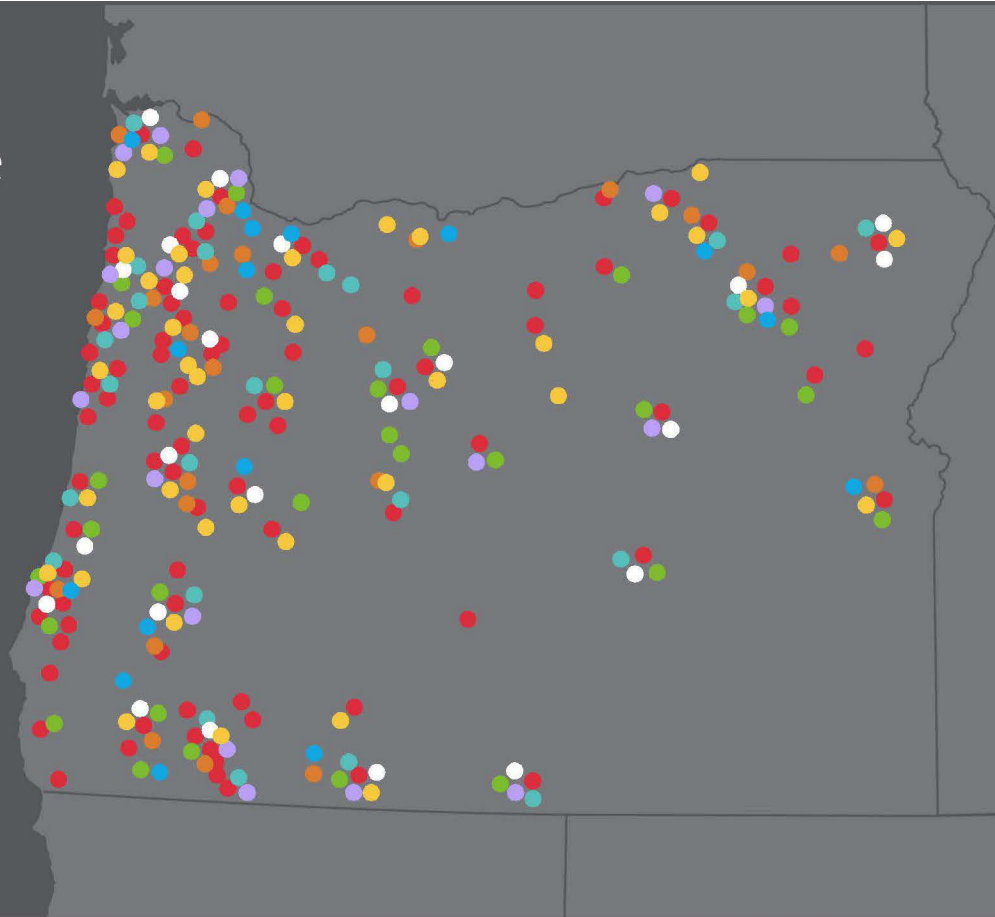
OHSU is more than just a hospital

➤ **Hospitals and clinics across Oregon and SW Washington.**

- An institution of higher learning.
- A national research hub, with thousands of scientists developing lifesaving therapies and deeper understanding.
- A statewide economic engine and Portland's largest employer.
- A public organization, providing services for the most vulnerable Oregonians, and outreach to improve health in communities across the state.

OHSU's statewide footprint

- Clinical practices
- Research
- Residency training sites*
- Student rotations or clerkships
- CME
- Oregon Rural Practice-based Network
- Telemedicine network
- Nurse education sites



*Includes existing and planned sites for residencies in coming years.

Deep & Narrow



Wide & Shallow

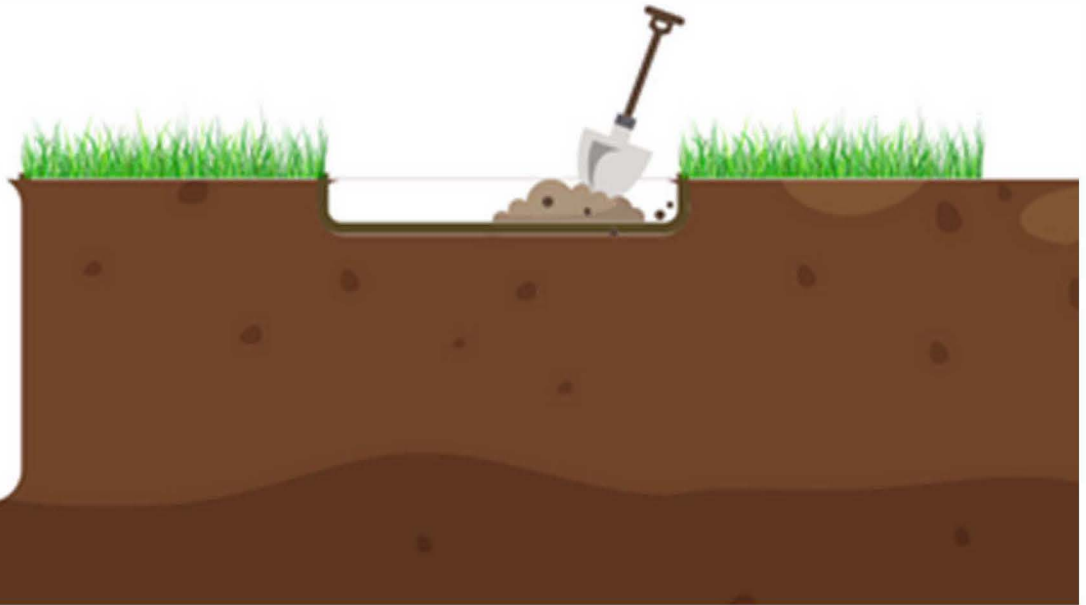


Image source: <https://www.levelupenglish.school/podcast189/>

Health Care Market Oversight Program

➤ **Quality**

➤ **Access**

➤ **Patient cost**

➤ **Health equity**

Typical objectives of mergers:

- Overcoming money problems: financial pressure is the major motivator in most mergers
- Achieving economies of scale by reducing excess capacity, increasing efficiency and decreasing costs
- Developing an organizational synergy that is greater than the sum of the individual parts
- **Creating market power and increasing market share, thus increasing bargaining power**
- **Improving clinical reputation**
- Diversifying by increasing the range of products and services offered
- **Gaining access to new technology**
- Reducing the need to duplicate expensive investments in people or technology



Original Investigation | Health Policy

Quality and Safety Outcomes of a Hospital Merger Following a Full Integration at a Safety Net Hospital

Erwin Wang, MD, MHA; Sonia Arnold, MBA; Simon Jones, PhD; Yan Zhang, MPH; Frank Volpicelli, MD; Joseph Weisstuch, MD; Leora Horvitz, MD; Bret Rudy, MD

Abstract

IMPORTANCE Hospital consolidations have been shown not to improve quality on average.

OBJECTIVE To assess a full-integration approach to hospital mergers based on quality metrics in a safety net hospital acquired by an urban academic health system.

DESIGN, SETTING, AND PARTICIPANTS This quality improvement study analyzed outcomes for all nonpsychiatric, nonrehabilitation, non-newborn patients discharged between September 1, 2010, and August 31, 2019, at a US safety net hospital that was acquired by an urban academic health system in January 2016. Interrupted time series and statistical process control analyses were used to assess the main outcomes and measures. Data sources included the hospital's electronic health record, Centers for Medicare & Medicaid Services Hospital Compare, and nursing quality reports.

EXPOSURES A full-integration approach to the merger that included: (1) early administrative and clinical leadership integration with the academic health system; (2) rapid transition to the academic health system electronic health record; (3) local ownership of quality metrics; (4) system-level goals with real-time actionable analytics through combined dashboards; and (5) implementation of value-based and other analytic-driven interventions.

MAIN OUTCOMES AND MEASURES The primary outcome was in-hospital mortality. Secondary outcomes included 30-day readmission, patient experience, and hospital-acquired conditions.

Key Points

Question Is a full-integration approach to a hospital merger associated with improved quality in an acquired hospital?

Findings This quality improvement study of 181 252 patients found that a full-integration approach to a hospital merger was associated with an absolute reduction in crude and adjusted mortality rates by the end of the 3-year intervention period.

Meaning These results suggest that a full clinical and operational integration approach to a hospital merger may improve outcomes as measured by quality and safety metrics, including mortality rates.

Author affiliations and article information are listed at the end of this article.

A Lesson "Learned"-- The Balanced Scorecard (BSC) Approach

- To achieve cultural and strategy alignment across the merging institutions
- Shows how an organization's performance could be measured not only with financial metrics, but with metrics about customers, internal processes, and employees, information and culture

Implementation of Balanced Scorecard (BSC) in merger at St. Mary's Duluth Clinic

- Included strategy map that clearly illustrated new value propositions to its three types of customers: customer intimacy for primary care; product leadership for specialty care; and operational excellence and innovative programs for private health plan payers.
- Three years after implementation of the BSC, the organization had improved financial AND non-financial results.

One Example - Implementation of "BSC" in merger at St. Mary's Duluth Clinic Outcomes

- **An increase in profitability**
- **Stabilization of costs per adjusted discharge and cost per encounter despite increasing drug and salary costs**
- **A decrease in length of stay**
- **Reductions in readmission rates and "failure to rescue"**
- **Double digit improvements in access, inpatient and ambulatory patient satisfaction**



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OHSU is a unique and crucial asset to the State of Oregon



Right Care.



Right Place.



Right Time.

Right people and right reasons.

