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Building the Future of Healthcare

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The Ohio State University Wexner Medical Center

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Building the Future of Healthcare

Gregory D. Norton, BS, NRP

The Ohio State University Wexner Medical Center



Biography

Gregory Norton is the Basic Life Support (BLS) Coordinator at the OSU Wexner Medical Center. As a paramedic and a state certified EMS educator, Greg has been actively involved with the central Ohio EMS community since 1996 as both a provider and an educator.

Joining OSU in 2008, Greg oversees BLS education for more than 12,000 employees and students. A graduate of Franklin University with a Bachelor's degree in Public Safety Management, Greg will soon be graduating with his Master's degree in Healthcare Administration.

Abstract

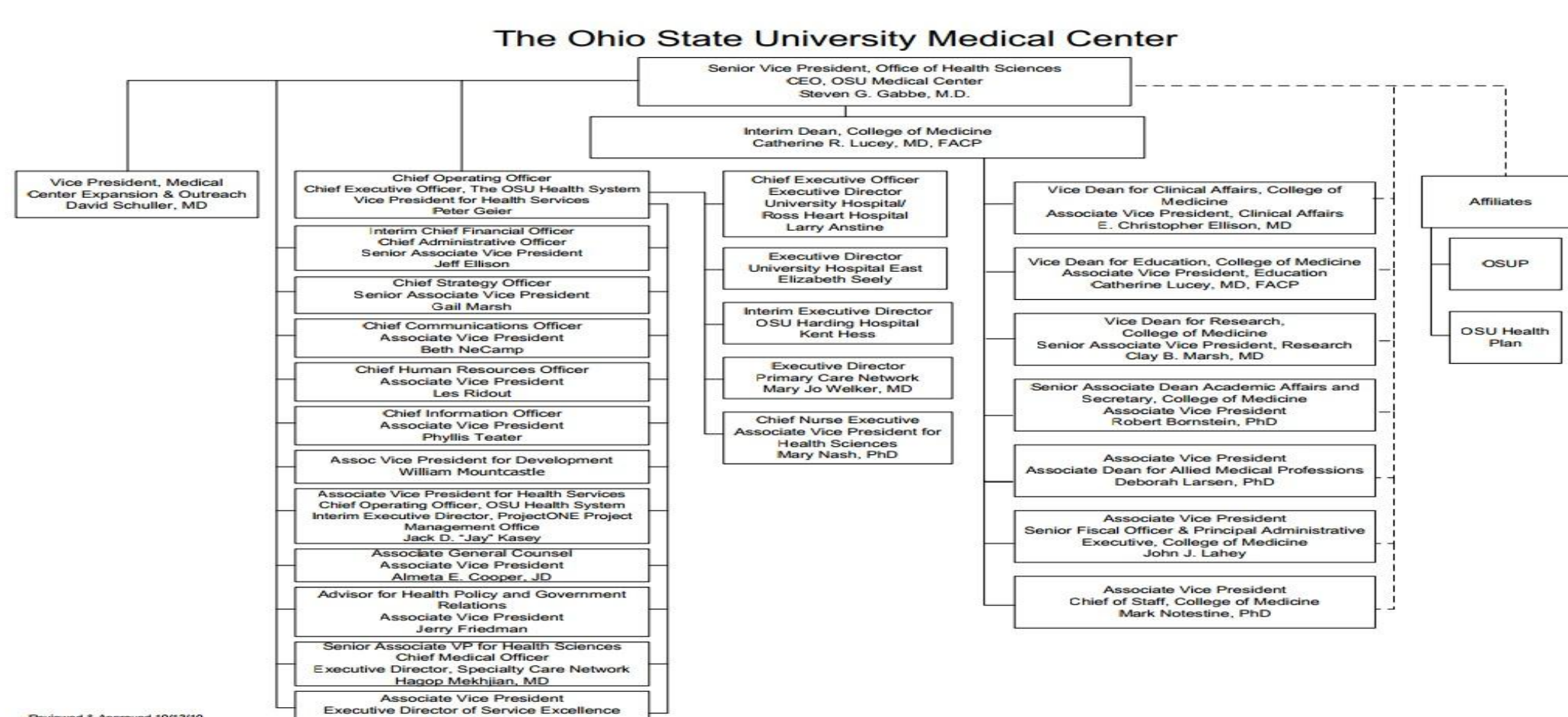
The Wexner Medical Center (WMC) at The Ohio State University (OSU) is a non-profit, academic medical center serving central and southern Ohio. WMC is a large system with 6 hospitals and a vast support network of healthcare providers and researcher. This presentation contains an overview of OSUWMC and its strategic plans, key result areas and challenges it will face during its ongoing growth and development as a premiere health system.

Organizational Overview

Operating as part of the university for nearly a century, The Ohio State University Wexner Medical Center (OSUWMC) functions with one mission, "to improve people's lives through innovation in research, education and patient care" (OneSource, 2011).

- 6 Hospitals
- More than a dozen research centers and institutes
- Numerous Ambulatory Care Facilities
- University Affiliates
 - College of Medicine
 - College of Nursing
 - College of Dentistry
 - School of Public Health
 - School of Allied Health and Professional Medicine
- 16,000+ employees
- 215,000 + patients annually

OSUWMC has board of directors comprised of 15 voting members which in turn answers to the University's board of trustees. The medical center operates with a divisional structure (see figure 1) supplemented by organizational matrices where divisions overlap or share responsibilities.



Strategic Plans

• ProjectOne

- \$1 billion medical center facilities expansion
- New James Cancer Hospital / Solove Research Center
- 10,000 direct & indirect jobs
- State-of-the-art facilities
- First cancer-specific emergency department



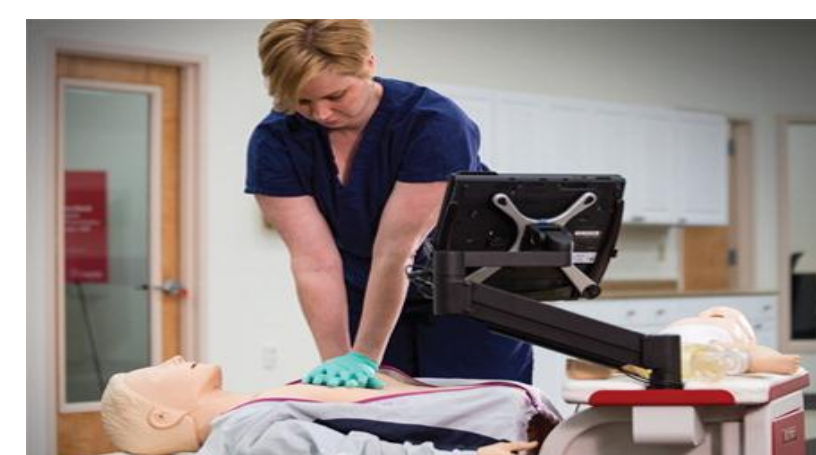
The James Cancer Hospital and Solove Research Center (image © The Ohio State University Wexner Medical Center)

• Improved Patient & Staff Safety

- Patient Care Quality & Safety
 - Infection Control / Hand Hygiene
 - Increasing to 95% compliance
 - Fall Prevention Program
- Employee Wellness
 - Your Plan for Health
 - Fitness Opportunities
 - Insurance Incentives

• Resuscitation Quality Improvement

- Joint initiative with American Heart Association
- Changing style & frequency of medical education
 - Brief programs w/ quarterly hands-on practice
- Improved skills / knowledge retention
- Future research on improved patient outcomes



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Challenges

A variety of challenges are faced when implementing any change in a organization. The key to change management is to anticipate, identify and resolve challenges and implementation issues.

- Competition
 - Local / Regional
 - National
- Leadership
 - Changing of the guard
 - New faces – Same Mission
 - Consolidation & Repurposing
- Financial Issues
 - Capital Budgeting
 - Cost versus revenues
 - Short-term versus Long-term
- Employee Buy-In
 - How does this benefit me?
 - Long-term compliance
 - Job Security?
 - Rumor mill

Implementation

The Key to Implementation is to utilize a change model and instill change values at all levels. For change to be successful, it must have top-down and bottom-up participation. There are multiple change models to draw from, many with common elements.

- Communication
- Education
- Understanding
- Individual Value
- Goal setting
- Milestones

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