

OVERVIEW

Over the course of 2016-17 The Ohio State University Wexner Medical Center developed a new comprehensive strategic plan covering all mission areas for the organization. As part of the medical center's new strategic plan, the organization aims to build nationally and regionally differentiated clinical programs, what the organization is referring to as Areas of Distinction. A rigorous quantitative and qualitative methodology was developed by the leadership team to determine which programs to focus on. Through this process diabetes care was selected as one of the Areas of Distinction. You and your team have been tasked with developing a strategic plan for diabetes care within the medical center in order to improve outcomes for the community, gain clinical volumes, enhance national reputation, and contain costs.

BACKGROUND AND COMPETITIVE LANDSCAPE

OSU Profile

The Ohio State University Wexner Medical Center is central Ohio's only academic medical center and the top ranked hospital in central Ohio according to US News & World Report. The medical center is comprised of 7 hospitals and over 1,300 beds, including an NCI-designated comprehensive cancer center. The medical center is a premier tertiary and quaternary care facility for patients from across the entire state of Ohio and draws patients nationally as well. Over 35 regional hospitals and clinics have affiliate agreements with the organization. Over 1,500 physicians and 23,000 staff help deliver care to patients, resulting in over 61,000 admissions and 1.7 million outpatient visits annually. In FY17 the medical center generated over \$2.75 billion in operating revenue.

Over the course of the last two years, the medical center's board of directors and leadership team has developed a comprehensive seven-year strategic plan for the organization, as part of the overall university's new strategic plan, Time and Change. The Ohio State University's aspiration is to be a leading national flagship public research university. Within that plan, the medical center's ambition is to be a leading academic medical center that drives breakthrough healthcare solutions to improve people's lives. The medical center has developed six goal areas within the plan to help focus its strategy and operations. All subsequent planning work should be aligned within this framework. You will find further detail on the medical center's strategic plan in the appendix.

OhioHealth

OhioHealth is a not-for-profit health system with 11 hospitals and approximately 200 other sites located in 47 of Ohio's counties. Founded in 1891 by the United Methodist Church, OhioHealth has approximately 29,000 employees, volunteers, and physicians.ⁱ OhioHealth employs 800 specialists and primary care physicians. In 2015, OhioHealth held approximately 45.5% of the market share in Central Ohio.ⁱⁱ OhioHealth Riverside Hospital and OhioHealth Grant Medical Center are ranked #2 and #3 in Columbus by US News & World Report.ⁱⁱⁱ Riverside Hospital, OhioHealth's largest facility, has 1,059 beds.^{iv} In FY16, the OhioHealth Corporation generated \$3.59 billion in operating revenue.^v

Mount Carmel

Mount Carmel Health System serves approximately one million people annually, runs four hospitals, and employs approximately 2,000 physicians and 10,000 employees.^{vi} Founded in 1886, Mount Carmel is a mission driven Catholic organization. In 2000, Mount Carmel joined the Trinity Health System.^{vii} Mount Carmel East and West Hospitals are ranked 4th in Columbus by US News & World Report.^{viii} Mount Carmel West has 728-staffed beds.^{ix} In FY 17, Mount Carmel Health system generated \$1.87 billion in revenue.^x

Other Competitive Information

The Central Ohio region is also home to Central Ohio Primary Care (COPC), the nation's largest physician-owned primary care physician group. COPC was founded in 1996 when 33 physicians came together and today features around 350 providers practicing in 67 locations. The group is actively pursuing a variety of strategies aimed at population health models, including patient-centered medical home (PCMH) and Comprehensive Primary Care Plus (CPC+). The presence of such a large primary care physician group alters the region's competitive dynamics as the health systems compete to better care for this patient population.

ISSUE**Diabetes Nationally^{xi}**

Over 30 million people in the U.S. (about 9% of the population) have diabetes. Of those with diabetes, 7.2 million are unaware they have it because they have not yet been diagnosed. The prevalence of diabetes increases with age, and approximately 25% of adults 65+ have diabetes. The prevalence of diabetes varies by race, education, and geographic region. In 2015, approximately 1.5 million people were diagnosed with diabetes. Additionally, over 84 million people in the U.S. (about 34% of the population) had prediabetes in 2015, and approximately half of adults 65+ have prediabetes.

There are several risk factors associated with diabetes, including overweight/obesity, high blood pressure, high cholesterol, physical inactivity, smoking, and high blood glucose. Nationally, approximately 14 million emergency department visits in 2014 had a diagnosis of diabetes associated with the visit. In 2015, the seventh leading cause of death in the U.S. was diabetes. The total cost of diagnosed diabetes in the U.S. was estimated to be \$245 billion in 2012. People with a diabetes diagnosis have an average of \$13,700 in medical expenditures per year, with \$7,900 attributed directly to diabetes.

Diabetes in Ohio^{xii}

In Ohio, the prevalence of diabetes for adults was 11.7% in 2012. Diagnosis and death from diabetes in Ohio varies based on race, age, educational attainment, and household income. Diabetes, the seventh leading cause of death in Ohio, was the primary cause of death for approximately 3,600 people in Ohio. The medical expenses and absenteeism associated with diabetes in Ohio cost over \$4.6 billion in 2010.

DELIVERABLES

Your team has been tasked with developing a strategic plan for diabetes care delivery within The Ohio State University Wexner Medical Center. The plan your team will develop will be focused on the care delivery and healthy communities goal areas, although it may touch on other goal areas of the medical center's strategic plan.

Below you'll find some information on what the medical center's leadership team will look for in a successful deliverable, as well as some example questions that a successful plan will help answer. A successful plan may not answer each question specifically, but will speak to each category.

1. **Review the external market current state and trends in care delivery to level-set leadership on what makes this Area of Distinction so important and where the medical center should focus its efforts.** What is the national, state, and local disease burden? What are trends in diabetes care delivery? Are there national benchmark institutions employing industry-leading best practices?
2. **Propose a structure for the development and implementation of the diabetes care delivery strategic plan.** Organize a steering committee of stakeholders from across the medical center (and possibly the community) to aid in development of the diabetes care delivery strategic plan and develop a timeline for how your team will develop and implement the strategic plan. Who is necessary to contribute to the plan? How will you engage physicians? Who will be responsible for implementing?
3. **Develop a measureable ambition statement for diabetes care within the medical center to help organize the team's efforts over the course of the plan.** What will diabetes care within the medical center look like in five years?
4. **Develop a series of measureable strategies for how the medical center will improve diabetes care and outcomes across central Ohio and the entire state.** How will the medical center differentiate itself in the market? What is the geographic area of focus? What outreach, partnership, population health, access, etc. strategies will ensure achievement of strategic goals? How will you monitor progress?
5. **Identify the additional resources required to implement the strategic plan and create a financial plan to support investments.** What additional faculty and staff will be required to achieve your goals? Is additional space or equipment necessary? How will the medical center support these investments? Using reasonable financial assumptions

ⁱ <https://www.ohiohealth.com/about-us/>

ⁱⁱ <https://emma.msrb.org/ER879333-ER687037-ER1088684.pdf>

ⁱⁱⁱ <https://health.usnews.com/best-hospitals/area/columbus-oh>

^{iv} <https://www.ohiohealth.com/locations/hospitals/riverside-methodist-hospital>

^v https://pp-990-audits.s3.amazonaws.com/22989920161.pdf?X-Amz-Algorithm=AWS4-HMAC-SHA256&X-Amz-Credential=AKIAI7C6X5GT42DHYZIA%2F20180126%2Fus-east-1%2Fs3%2Faws4_request&X-Amz-Date=20180126T114412Z&X-Amz-Expires=1800&X-Amz-

[SignedHeaders=host&X-Amz-](#)

[Signature=5c8530730ef786c5c2d399be9adb681707e0f5ec6f22f945b0d6a159ba672fbf](#)

vi <http://www.mountcarmelhealth.com/body.cfm?id=47&fr=true>

vii <http://www.mountcarmelhealth.com/history>

viii <https://health.usnews.com/best-hospitals/area/columbus-oh>

ix https://www.ahd.com/free_profile/360035/Mount_Carmel_West/Columbus/Ohio/

x <https://www.bizjournals.com/columbus/news/2017/12/07/mount-carmels-fy17-finances-boosted-by-operating.html>

xi <https://www.cdc.gov/diabetes/pdfs/data/statistics/national-diabetes-statistics-report.pdf>

xii http://www.odh.ohio.gov/-/media/ODH/ASSETS/Files/health/Chronic-Disease-Plan/CD-Burden-Final_Webv2.pdf?la=en

THE OHIO STATE UNIVERSITY WEXNER MEDICAL CENTER

STRATEGIC PLAN 2017

Driving Breakthrough Solutions

The Wexner Medical Center has always been on the leading edge of discovery and patient care. But we are ready to go further.

How will we do it? Where others stop, we keep going. Where others see limitations, we see possibilities. Where others say there is no solution, we work tirelessly until we find one. We break right through obstacles, barriers, conventions, setbacks, distraction, opposition and doubt.

When we stay focused and determined and we work together toward common goals, nothing can hold us back. **It's time for Ohio State to break through.**

Let's break through to pioneer discoveries.

Let's break through for better health.

Let's break through for stronger communities.

Let's break through to share knowledge.

Let's break through to improve lives.

Our Bold Aspiration

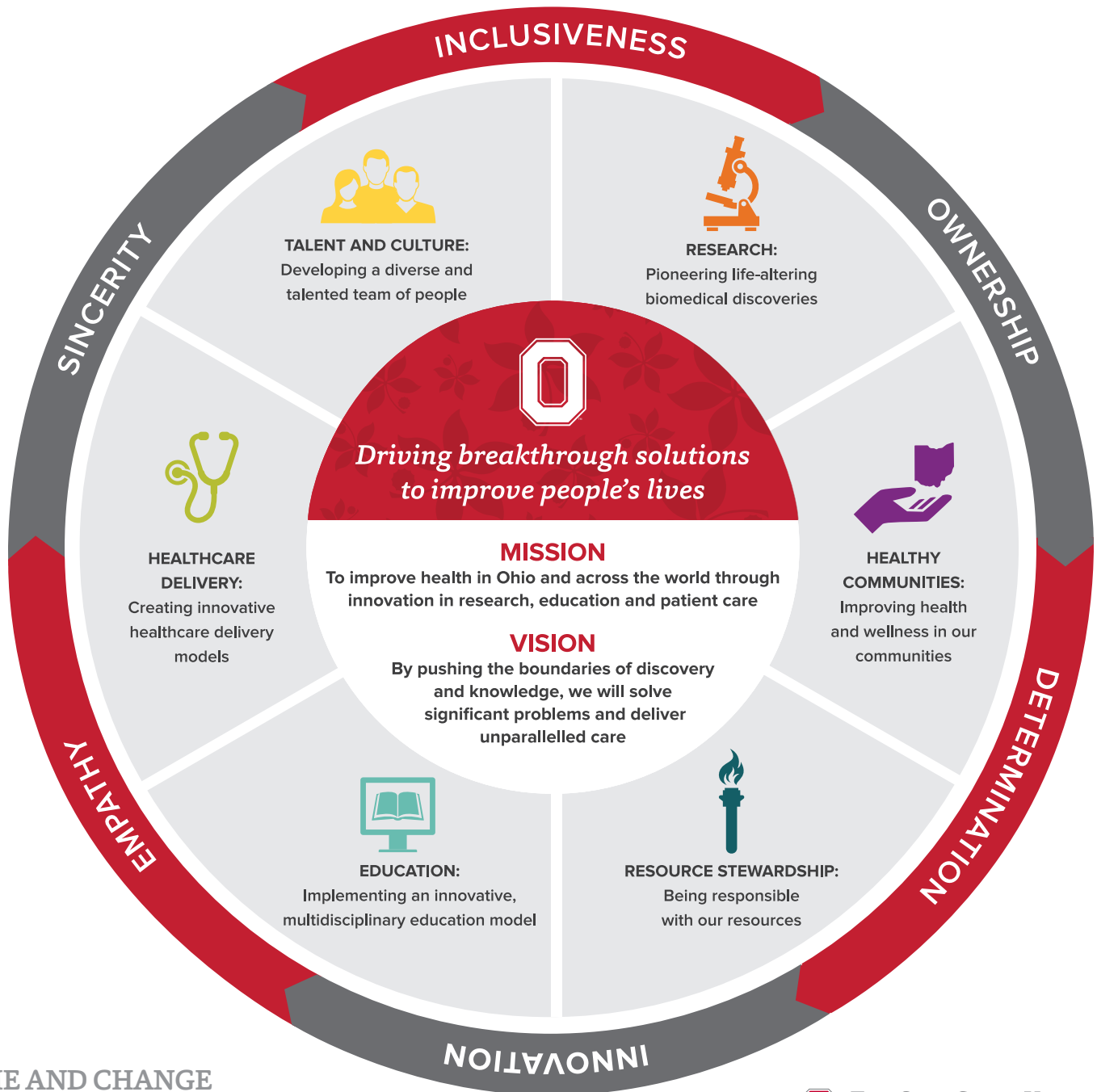
- **Ambition:** Become a leading academic medical center that drives breakthrough healthcare solutions to improve people's lives
- **Mission:** Improve health in Ohio and across the world through innovation in research, education and patient care
- **Vision:** Push the boundaries of discovery and knowledge, solve significant problems and deliver unparalleled care
- **Values:** Inclusiveness, determination, empathy, sincerity, ownership and innovation



THE OHIO STATE UNIVERSITY
WEXNER MEDICAL CENTER

THE OHIO STATE UNIVERSITY WEXNER MEDICAL CENTER

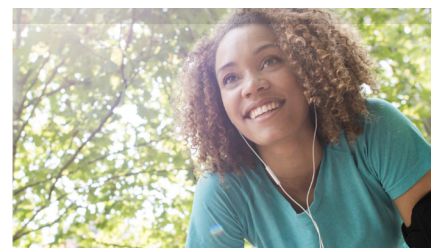
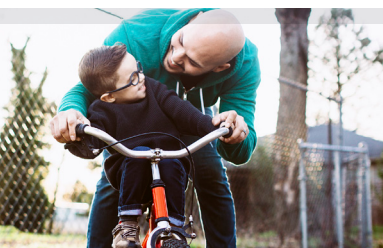
STRATEGIC PLAN 2017



TIME AND CHANGE

Enable, Empower and Inspire

 **THE OHIO STATE UNIVERSITY**
WEXNER MEDICAL CENTER



THE OHIO STATE UNIVERSITY WEXNER MEDICAL CENTER

STRATEGIC PLAN 2017

OHIO STATE’S ASPIRATION:

The Ohio State University aspires to be a leading national flagship public research university.

AMBITION

To be a leading academic medical center that drives breakthrough healthcare solutions to improve people’s lives

MISSION

To improve health in Ohio and across the world through innovation in research, education and patient care

VISION

By pushing the boundaries of discovery and knowledge, we will solve significant health problems and deliver unparalleled care

VALUES

- Inclusiveness
- Determination
- Empathy
- Sincerity
- Ownership
- Innovation

GOALS



Foster an environment to attract and **develop a diverse and talented team of people** committed to creating a culture of innovation and discovery

STRATEGIES

- **Create and sustain a culture that inspires our workforce** to live the organizational values.
- Design and implement a **high-touch, high-value recruitment process** that attracts and recruits world-class talent.
- Design and implement an **innovative and flexible compensation and benefit model** that ensures talent is aligned and engaged around the medical center’s aspiration.
- Develop a robust **faculty, staff and leadership development program** that inspires medical center talent to realize their full potential.



Pioneer **life-altering biomedical discoveries** and their translation into breakthrough healthcare solutions

- Become **a national leader in biomedical breakthroughs** and the translation of research into healthcare solutions.
- Significantly **increase extramural funding** for health sciences research.
- **Attract, recruit, inspire and retain world-class talent** through a rigorous, enthusiastic and collaborative culture.



Implement an **innovative, multidisciplinary education model** to educate the most diverse and sought-after health professionals in the world

- Advance the education mission of the university, health sciences colleges and the College of Medicine through **learner-centered innovation** and faculty engagement.
- **Implement disruptive innovations** that will establish Ohio State as a **forward-thinking leader in delivering education to learners**.



Create **innovative healthcare delivery models** that deliver high-value care with unparalleled patient experience and access

- **Grow tertiary and quaternary care.**
- **Provide high-quality, highly accessible and patient-focused care** that exceeds expectations.
- **Deliver interprofessional team-based care** focused on the **health and wellness** of individuals and populations.
- Expand the medical center’s local and regional reach through **new access points as well as strategic partnerships** across the continuum of care.



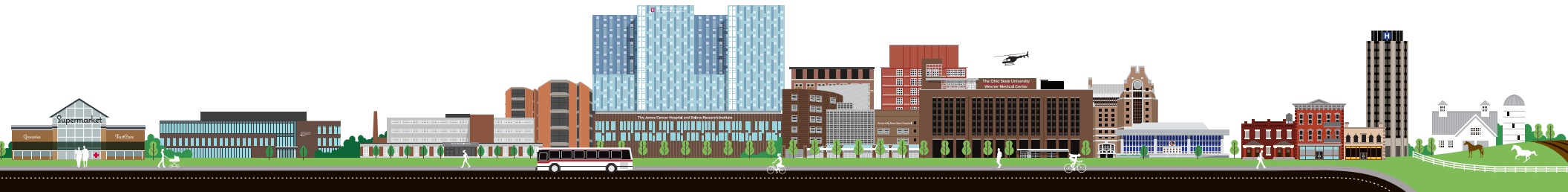
Create **healthy communities** by addressing Ohio’s most pressing health needs

- **Improve the health and wellness of our communities.**
- **Serve as the provider of choice in all major central Ohio communities.**
- **Provide an accessible and exceptional patient experience.**
- Address the most pressing health needs of our community – **access to care, chronic disease, infectious disease, obesity, infant mortality and behavioral health.**



Be a **responsible steward** of all resources

- Make a **positive financial contribution** to the enterprise.
- **Operate more efficiently** to fund our strategic investments and growth.
- **Align fundraising goals with strategic objectives.**



THE OHIO STATE UNIVERSITY
WEXNER MEDICAL CENTER

The Ohio State University Strategic Plan

Ohio State is ready to make a bold leap forward to be a leading flagship public research university. The university's new strategic plan, **"Time and Change: Enable, Empower and Inspire,"** has five areas of focus:

- I** Teaching and Learning
- II** Access, Affordability and Excellence
- III** Research and Creative Expression
- IV Academic Health Care**
- V** Operational Excellence and Resource Stewardship

We at Ohio State Wexner Medical Center are the Academic Health Care segment of this plan, and it is up to us to bring it to life. The other pillars also relate to the academic medical center as we teach, conduct research and responsibly manage resources.