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Mount Carmel Health System

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Mount Carmel

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Mount Carmel Health System

Peggy Anderson, MSW, LISW-S



Introduction

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Peggy Anderson, MSW, LISW-S
Chief Operating Officer
AIDS Resource Center Ohio & Subsidiaries



Methods

The methods used for this project included literature review, internet searches, and personal interviews.

Organizational Structure

- CHE Trinity Health
 - Mount Carmel Health System (Hospitals)
 - Mount Carmel East
 - Mount Carmel New Albany
 - Mount Carmel West
 - Mount Carmel St. Ann's
- President & CEO of the MCHS
 - President & COO of each hospital
 - Vice Presidents for specific areas
 - Senior Vice President & Chief of Staff
 - Service Lines-cardiovascular, clinical services, women's health, oncology services, & palliative care services



Existing Plans



- Strategic plan
 - Population management, network positioning, & operational value
- Mount Carmel Community Benefit Report
- The Joint Commission Accreditation Quality Report



Environmental Assessment



- Community Health Assessment & Implementation Plan-each hospital
 - Demographics
 - Social determinants of health
 - Hardship data
 - Franklin County Health Needs Assessment on community health
- Community Health
 - Infant mortality
- Competitors
 - The Ohio State University Wexner Medical Center
 - OhioHealth
 - Potential for-profit hospital entering market

Leadership Challenges

- Lean management team & infrastructure
- Many tenured employees
 - Planning for mass retirement vacancies
 - Unclear career track because turnover in certain positions is low
- Communication between silos



Legal & Ethical Challenges

- Faith-based organization
 - Abortion
 - Partner benefits
 - End of life decision-making
- Organizational Integrity
- Insurance & Litigation
- Integrity Officer
- Information Security



Performance Challenges

- No Joint Commission Top Performing Specialties (lost one from 2011)
- Two (in 2014) US News & World Report High Performing Specialties
- Only received Ganey Press Patient Satisfaction Award at one location-the most affluent



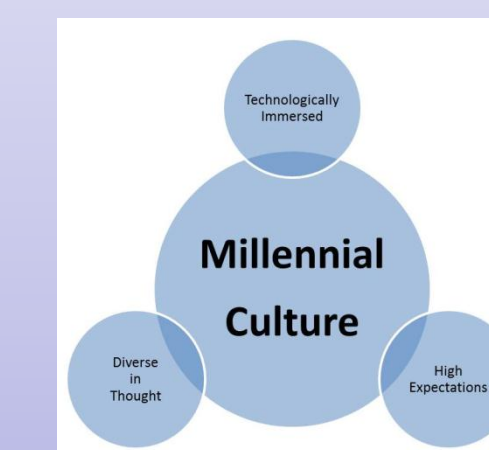
Operations Challenges

- Old facilities-renovations & expansion
- Need for new technology
- Consistent culture, uniqueness
- Marketing



Human Resource Challenges

- Recruiting, hiring & retaining Millennials
- Difficulty finding specialists
- Difficult to attract clinicians to central Ohio
- Pay is sometimes lower than the other large hospital systems



Financial Challenges

- Last 990 for Mount Carmel Health System-governing, managing & administratively supporting subsidiaries (\$8.7 million)
 - St. Ann's \$27 million
 - New Albany \$32 million
 - East & West \$6.7 million
- Planning for facility upgrades
- Technology upgrades
- Community benefit +\$43.6 million



Recommended Change Strategies

- Quality-Competitive Advantage
 - Top Performer on Key Quality Measures for Surgical Care-The Joint Commission
 - Top or High Performer on Key Quality Measures for Maternity Care-The Joint Commission
 - Press Ganey Patient Satisfaction-expand beyond New Albany
- Research partnerships with OSU-Market Entry through Alliances or Partnerships
- Marketing-Expansion through Market Penetration
- Improve patient satisfaction-Implementation Strategies via service delivery



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